



NKANDLA IDP

2019/2020 REVIEW

***To be a high performing rural municipality driven by continuous improvement of
quality of life for Nkandla Citizens.***

Table of Contents

ABREVIATION LIST.....	7
SECTION A: EXECUTIVE SUMMARY.....	8
1.1. INTRODUCTION	8
1.2. WHO ARE WE?	9
1.2.1. SPATIAL LOCATION WITHIN KZN	9
1.2.2. DEMOGRAPHIC PROFILE	10
1.2.3. WARDS AND TRADITIONAL AUTHORITY	12
1.2.5. ECONOMIC PROFILE	13
1.3. THE IDP REVIEW PROCESS FOR THE DEVELOPMENT OF THE 2019/20 IDP	14
1.3.1. PROCESS PLAN	15
1.3.2. PUBLIC PARTICIPATION	16
1.3.3. COMMUNITY INVOLVEMENT MECHANISMS	16
1.3.4. IDP KEY ISSUES	17
1.4. KEY CHALLENGES FACING THE MUNICIPALITY AND WHAT IS DONE TO ADDRESS THEM	18
1.5. WHAT IS OUR LONG TERM VISION	20
1.5.1 LONG TERM VISION	20
1.5.2 OUR MISSION STATEMENT	20
1.5.3 BATHO PELE PRINCIPLES	21
1.5.4 OUR GOALS AND OBJECTIVES	21
1.6. WHAT TO EXPECT, IN TERMS OF OUTPUTS, OUTCOMES AND DELIVERABLES, OVER THE NEXT (5) FIVE YEARS 22	
1.7. MUNICIPAL GOALS AND OBJECTIVES AND HOW THEY WILL BE MEASURED	22
1.7.1. MUNICIPAL GOALS, OBJECTIVES AND STRATEGIES ALIGNED TO PDGP	23
1.7.3. MONITORING OF THE IDP THROUGH THE PERFORMANCE MANAGEMENT SYSTEM (PMS)	25
SECTION B –CHAPTER 2: PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND IMPERATIVES	26
2.1 . PLANNING AND DEVELOPMENT PRINCIPLES FOR NKANDLA MUNICIPALITY	26
2.2. GOVERNMENT POLICIES AND IMPERATIVES	26
2.2.1. THE NATIONAL DEVELOPMENT PLAN (VISION 2030) - NDP	26
2.2.2. THE SUSTAINABLE DEVELOPMENT GOALS (SDG)	27
2.2.3. GOVERNMENT OUTCOMES 1-14	28
2.2.4 NATIONAL PRIORITIES (STATE OF THE NATIONS ADDRESS 2019)	29
2.2.5. THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT	30
2.2.6. PROVINCIAL PRIORITIES (STATE OF THE PROVINCE ADDRESS)	30
2.2.7. THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)	32
2.2.8. THE DISTRICT GROWTH AND DEVELOPMENT PLAN	33
2.2.9. PGPD ALIGNMENT	35
2.2.10. BACK TO BASICS POLICY	37
2.2.11. MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)	38
2.2.12. WARD BASED PLANS	38

2.2.13.	MUNICIPAL STANDARD CHARTS OF ACCOUNTS (MSCOA)	38
2.2.13.	GOVERNMENT POLICIES AND IMPERATIVES AND HOW NKANDLE MUNICIPALITY APPLIES / ADRESSES THEM	39
2.3.	SECTION C-CHAPTER 3: SITUATIONAL ANALYSIS	41
	INTRODUCTION	41
3.	KPA: CROSS CUTTING INTERVENTIONS ANALYSIS	41
3.1.	PROVINCIAL / REGIONAL CONTEXT	41
3.2.	ADMINISTRATIVE ENTITIES	43
3.3.	EXISTING NODES AND CORRIDORS	45
3.3.1.	NODES	46
3.3.2.	Urban Edges	51
3.3.3	CORRIDORS	52
3.4.	LAND COVER AND BROAD LAND USE	55
3.5.	LAND OWNERSHIP	57
3.6.	LAND REFORM	57
3.6.	LAND CAPABILITY	58
3.6.	PRIVATE SECTOR DEVELOPMENTS	59
3.7.	ENVIRONMENTAL ANALYSIS	59
3.7.1.	TOPOGRAPHY	59
3.7.2.	GEOLOGY AND SOILS	60
3.7.3.	RIVERS AND WETLANDS	62
3.7.4.	CLIMATE CHANGE	63
3.7.5.	ENVIRONMENTAL ASSESSMENT	63
3.8.	SPATIAL & ENVIRONMENTAL TRENDS AND ANALYSIS	64
3.9.	SPATIAL & ENVIRONMENTAL: SWOT ANALYSIS	64
3.10.	DISASTER MANAGEMENT	64
3.2.	DEMOGRAPHIC CHARACTERISTICS	69
3.2.1.	DISASTER POPULATION SIZE	69
3.2.2.	KEY FINDINGS (INCLUDING TRENDS)	72
3.2.3.	SWOT ANALYSIS: POPULATION DEMOGRAPHICS	72
4.	KPA - MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS	73
4.1.	MUNICIPAL TRANSFORMATION	73
4.2.	ORGANISATIONAL DEVELOPMENT	73
4.2.1.	INSTITUTIONAL ARRANGEMENTS	73
4.2.2.	POWERS AND FUNCTIONS	75
4.2.3.	ORGANISATIONAL STRUCTURE / ORGANOGRAM	76
4.2.4	ORGANISATIONAL STRUCTURE / ORGANOGRAM	76
4.2.4.	MUNICIPAL DEPARTMENTS AND THEIR FUNCTIONS	82
4.2.5	MUNICIPAL INSTITUTIONAL CAPACITY AND STATUS OF CRITICAL POSTS	83
4.2.6	HUMAN RESOURCE DEVELOPMENT	84
4.2.7	MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS	85

5. KPA: BASIC SERVICE DELIVERY	87
5.1. WATER & SANITATION	87
5.1.1. WATER SERVICES	87
5.1.2. WATER BACKLOGS.....	88
5.1.3. DISTRICT WATER PROJECTS 2019/2020	89
5.1.4. SANITATION	90
5.1.4. COORDINATION OF WATER AND SANITATION	90
5.2. SOLID WASTE MANAGEMENT	91
5.2.1. AREAS COVERED BY WASTE COLLECTION	92
5.2.2. WASTE MANAGEMENT	93
5.2.3. INTEGRATED WASTE MANAGEMENT PLAN (IWMP)	93
5.3 TRANSPORTATION INFRASTRUCTURE	94
5.4. ENERGY	97
5.5. ACCESS TO COMMUNITY FACILITIES.....	99
5.2.7.1. SPORTS ACTION PLAN	99
5.6. HUMMAN SETTLEMENTS.....	102
5.7. TELECOMMUNICATIONS.....	107
5.7.1. AREAS WITH TELECOMMUNICATION CHALLENGES.....	107
5.7.1. INTERNET COMMUNICATION TECHNOLOGY (ICT).....	107
5.8. KEY ISSUES RELATING TO SERVICE DELIVERY AND INFRASTRUCTURE	109
5.9. SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS	109
5.9.1. Priority development issues.....	110
6. KPA: LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT ANALYSIS	114
6.1. LOCAL ECONOMIC DEVELOPMENT	115
6.1.1. LOCAL ECONOMIC DEVELOPMENT STRATEGY.....	115
6.1.2. LED UNIT AT NKANDLA LOCAL MUNICIPALITY.....	116
6.1.3. REGULATORY ENVIRONMENT.....	116
6.1.4. LOCAL ECONOMIC DEVELOPMENT ANALYSIS.....	117
6.1.5. MUNICIPAL COMPARITIVE AND COMPETITIVE ADVANTAGE	121
6.1.6. MAIN ECONOMIC CONTRIBUTORS	122
6.1.7. EMPLOYMENT AND INCOME LEVELS.....	123
6.1.7.1. JOBS CREATED BY EPWP & CWP	123
6.1.7.2. COOPERATIVES	124
6.1.8. SMME'S.....	124
6.1.9. AGRICULTURE	125
6.10. TOURISM.....	126
6.10.1 TOURISM SITES	126
6.10.2 2019/2020 TOURISM PROGRAMMES	126
6.11. MANUFACTURING (INDUSTRIAL)	127
6.12. SERVICES	127

6.13. MINING	127
6.13. LED PROJECTS	127
6.14. LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS.....	129
6.2. SOCIAL DEVELOPMENT ANALYSIS.....	130
6.2.1. BROAD BASED COMMUNITY NEEDS (LIMITED TO 3 PRIORITY PROJECTS PER WARD)	130
6.2.2. EDUCATION	155
6.2.3. HEALTH.....	156
6.2.4. SAFETY AND SECURITY.....	157
6.2.5. NATION BUILDING	158
6.2.6. COMMUNITY DEVELOPMENT (VULNERABLE GROUPS AND YOUTH DEVELOPMENT).....	158
6.2.6.1. YOUTH DEVELOPMENT	158
6.2.6.2. DEVELOPMENT OF PEOPLE WITH DISABILITIES	158
6.2.6.3. DEVELOPMENT OF ELDERLY.....	158
6.2.6.4. DEVELOPMENT OF WOMEN	158
6.2.6.5. PEOPLE AFFECTED BY CRIME, HIV/AIDS, DRUGS, ETC	159
6.2.6.1. EARLY CHILDHOOD DEVELOPMENT	159
6.2.6.1. SUKUMA SAKHE	161
6.2.6.1. SOCIAL DEVELOPMENT SWOT ANALYSIS	162
7. KPA: FINANCIAL VIABILITY & MANAGEMENT ANALYSIS.....	164
7.1 SUMMARY OF 2019/2020 BUDGET.....	164
7.2 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS	164
7.3 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)	165
7.4 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES	166
7.5 MUNICIPAL CONSUMER DEBT POSITION	166
7.6 CONDITIONAL AND UNCONDITIONAL GRANTS.....	167
7.7 PROPOSED DRAFT TOTAL CAPITAL AND OPERATING BUDGET	168
7.8 PROPOSED DRAFT BUDGET REVENUE.....	172
7.9 MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE (O&M)	174
7.10 CURRENT & PLANNED BORROWINGS.....	174
7.11 MUNICIPAL CREDIT RATING	174
7.12 EMPLOYEE RELATED COSTS (INCLUDING COUNCIL ALLOWANCES).....	175
7.13 IMPACT ON THE FILLING OF THE CRITICAL VACANT POSTS.....	175
7.14 EXPENDITURE ON CONTRACTED SERVICES.....	175
7.15 SUPPLY CHAIN MANAGEMENT (SCM).....	175
7.16 SKILLS TRANSFER.....	179
7.17 AUDITOR-GENERAL'S OPINION IN THE MOST RECENT ANNUAL FINANCIAL STATEMENTS AND AUDIT OPINION IN THE LAST THREE YEARS	180
7.18 FINANCIAL VIABILITY SWOT	186
8 KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS	187
8.1 GOOD GOVERNANCE.....	187
8.1.1 NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT AT MUNICIPAL LEVEL.....	187

8.1.2	OPERATION SUKUMA SAKHE	187
8.1.4	CDWS	187
8.1.5	BATHO PELE PRINCIPLES	188
8.1.6	BACK TO BASICS	189
8.1.7	INTERGOVERNMENTAL RELATIONS (IGR)	189
8.1.8	MUNICIPAL STRUCTURES.....	190
8.1.9	AUDIT COMMITTEE.....	192
8.1.10	RISK COMMITTEE.....	192
8.1.11	STATUS OF MUNICIPAL POLICIES.....	195
8.1.12	MUNICIPAL BY-LAWS.....	197
8.2	PUBLIC PARTICIPATION ANALYSIS	197
8.2.4	Location of IDP	197
8.2.5	IDP REPRESENTATIVE FORUM.....	197
8.2.6	GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS.....	198
8.3	COMBINED SWOT ANALYSIS	199
8.4	KEY CHALLENGES PER KPA	201
9.	SECTION D MUNICIPAL VISION, GOALS AND OBJECTIVES	203
9.1	VISION	203
9.2	MISSION	203
9.3	VALUES	204
9.4	GOALS.....	204
9.4.1	ALIGNMENT TO NATIONAL SIX KPA'S, PROVINCIAL PGDS AND MUNICIPAL GOALS	204
9.4.2	LONG TERM DEVELOPMENT GOALS, ASSOCIATED OBJECTIVES & STRATEGIES, AND STRUCTURED INTO 6 KZN KPA'S, Table 59: Goals, Objectives & Strategies Structured into 6 KZN KPA's	206
10.	SECTION E.1: STRATEGIC MAPPING & IMPEMENTATION PLAN	209
10.2.	STRATEGIC MAPPING	209
10.2.1	SPATIAL PROJECTS PRIORITISATION	209
10.3	IMPLEMENTATION PLAN.....	264
9.2.1.	MSCOA IDP BUDGET IMLEMENTATION PLAN.....	264
11.	SECTION F FINANCIAL PLAN.....	265
11.1	2019/20 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK (BUDGET SUMMARY).....	265
12.	SECTION G- CHAPTER 7: ANNUAL OPERATION PLAN (FINAL SDBIP)	268
13.	SECTION H: ORGANISATIONAL AND INDIVIDUAL PERFROMANCE PLAN	270
13.1	ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM	270
13.2	PERFORMANCE MANAGEMENT POLICY STATEMENT	270
13.3	ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM.....	270
13.4	INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM (SECTION 54 & 56 CONTRACTS).....	272
13.5 .	MONITORING, EVALUATION AND REVIEW	272
13.6	SERVICE DELIVERY AND IMPROVEMENT PLAN 2019/2020	274
14.	SECTION I-: ANNEXURES	283
14.1	ANNEXURES	283

ABREVIATION LIST

AsgiSA - Accelerated and Shared Growth Initiative for SA

BEE - Black Economic Empowerment

CBD - Central Business District

CDW - Community Development Worker

CIF - Capital Investment Framework

CIP - Comprehensive Infrastructure Plan

CS - Corporate Services

DBSA - Development Bank of South Africa

DCOGTA - Department of Cooperative Governance and Traditional

DEAT - Department of Environment, Agriculture and Tourism

DME - Department of Minerals and Energy

DOE - Department of Education

DOHS - Department of Humana Settlement

DOT - Department of Transport

DWAF - Department of Water Affairs and Forestry

EIA - Environmental Impact Assessment

EMP - Environmental Management Procedure

EPWP - Extended Public Works Programme

EXCO - Executive Committee

FBS - Free Basic Services

FS - Financial Services

GE - Gender Equity

GGP - Gross Geographical Product

GIS - Geographical Information System

PMU - Project Management Unit

PPP - Public-Private Partnership

PSEDS - Provincial Spatial Economic Development Strategy

RRTF - Rural Road Transport Forum

SCAP - Special Case Area Plan

SD - Social Development

SEA - Strategic Environmental Assessment

SDF - Spatial Development Framework

SDBIP - Service Delivery and Budget Implementation Plan

SDM - Sisonke District Municipality

SMME - Small, Medium and Micro Enterprise

SOE - State Owned Enterprises

NKANDLA - Nkandla Municipality

HIV/AIDS - Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome

IDP - Integrated Development Plan

IPD - Infrastructure, Planning and Development

ISDP - Integrated Sustainable Development Plan

KPA - Key Performance Area

KPI - Key Performance Indicator

KZN - KwaZulu-Natal

LED - Local Economic Development

LRAD - Land Redistribution for Agricultural Development

LUMS - Land Use Management System

MEC - Member of the Executive Council

(Cooperative Governance and Traditional Affairs)

MFMA - Municipal Finance Management Act No. 56 of 2003

MIG - Municipal Infrastructure Grant

MMO - Municipal Manager's Office

MTEF - Medium-Term Expenditure Framework

NDP - National Development Plan

NSDP - National Spatial Development Perspective

OPMS - Organizational Performance Management System

OVC - Orphaned and Vulnerable Children

PA - Planning Authority

PGDS - Provincial Growth and Development Strategy

PMS - Performance Management System

SECTION A: EXECUTIVE SUMMARY

1.1. INTRODUCTION

Integrated Development Planning in South Africa is an integral planning process that steers development at local levels of government and guides service delivery. The Integrated Development Plan is a planning tool used to implement a co-operative and integrated development project in South Africa's spatial economy. This IDP process is dominated by community structures and allows for continuous and progressive development. Its development is guided by National and Provincial development and planning policies and other pieces of legislation. Therefore, the IDP is a legal obligation, which all government institutions must respect.

As a local government institution, the Nkandla Local Municipality has adhered to municipal development policies such as the Municipal Systems Act, which state that all municipalities are obliged to undertake an IDP process to produce IDP's. In doing so, the Nkandla Local Municipality has considered the IDP Framework Guide during the process.

This process is based on a legislative mandate that gives guidance. This legislative mandate consists of various guiding documents namely: -

- ⇒ The Municipal Systems Act (MSA);
- ⇒ The Provincial Development Act (PDA);
- ⇒ National Development Plan (NDP);
- ⇒ Spatial Planning and Land Use Management Act (SPLUMA);
- ⇒ Provincial Growth and Development Strategy (PGDS);
- ⇒ Performance Management Regulations.

This IDP marks the fourth generation IDP which covers the period 2017/2018 to 2021/2022, it incorporates key amendments including the review of the Municipal Vision, Strategic Priority Areas, Goals, Value Statements, and includes longer-term targets for 2030. The reviewed IDP also includes the revised organogram, which is aligned to vision 2030.

The structure of the document is simple but direct, in order to enable and facilitate its implementation. The document is structured as follows:

- ⇒ **Section A** Provides a concise overview of the municipality, its current situation, key challenges and opportunities, as well as the priority strategies of the municipality to improve its situation over the five-year term of the IDP, indicating the most critical targets to be achieved.
- ⇒ **Section B** Provides a set of clear Planning and Development Principles derived from applicable legislation, policies and strategies which guide the IDP Preparation Process.
- ⇒ **Section C** Provides the Situational Analysis, this section is the first step that is required for the preparation of the IDP and gives broad overview of the municipal issues.
- ⇒ **Section D** Provides a long-term Vision for infrastructure investment, social development (human settlements), economic development opportunities and environmental sustainability.
- ⇒ **Section E** Provides the desired growth and development (addressing issues and trends highlighted in the analysis) of the municipal area and a detailed five-year implementation plan.
- ⇒ **Section F** provides the municipal financial plan which comprises of the Municipal Budget Overview and 3 years Municipal Budget (that includes debt collection, revenue generation, asset management, Summary of AG Report and Responses & Actions, Maintenance, etc.).
- ⇒ **Section G** presents the One Year Detailed Operational Plan
- ⇒ **Section H** presents the Performance Management System: both organizational/institutional and individual.
- ⇒ **Section I** presents details on the status of applicable Sector Plans.

1.2. WHO ARE WE?

MDB code: KZN286

Description:

The Nkandla Local Municipality is a Category B municipality situated within the King Cetshwayo District in the KwaZulu-Natal Province. It is one of the five municipalities that make up the district. Nkandla has a claim to be the 'cradle' of Zulu history. From Mandela to Shaka, to Dingane and Cetshwayo, Nkandla has been at the centre stage of the Zulu nation's history. The graves of King Mandela and Cetshwayo and Inkosi Sgananda are at Nkandla. Nkandla Municipality is one of the municipalities in the province of KwaZulu-Natal that prides itself with rich and opulent history. The richness of its history starts from its name "Nkandla" which has got its origin from the Zulu word (khandla) meaning 'extreme exhaustion'. The man behind the popular name 'Nkandla' is none other than the founder himself of the Zulu Nation, the King Shaka. Thus, telling any success stories of the Zulu Nation without mentioning the name Nkandla is entirely incomplete. It is worth mentioning that, the area was named by King Shaka himself after having gone through the hills, valleys and mountains with his warriors and got tired. It consists mainly of tribal lands and state-owned land. The area has a wealth of undisturbed forests that boast mostly indigenous species. Nkandla Town offers the full array of urban development, albeit at a smaller scale compared to the majority of towns in KwaZulu-Natal.

Area: 1 828km²

Cities/Towns: Nkandla

Nearby Cities: Melmoth, Eshowe, Nquthu, Kranskop and Msinga

Main Economic Sectors: Retail, agriculture

1.2.1. SPATIAL LOCATION WITHIN KZN

Nkandla Local Municipality forms part of King Cetshwayo District (DC28). The district consists of five local municipalities namely:

▪ Mfolozi	KZ281
▪ Umhlathuze	KZ282
▪ UMLalazi	KZ284
▪ Mthonjaneni	KZ285
▪ Nkandla	KZ286

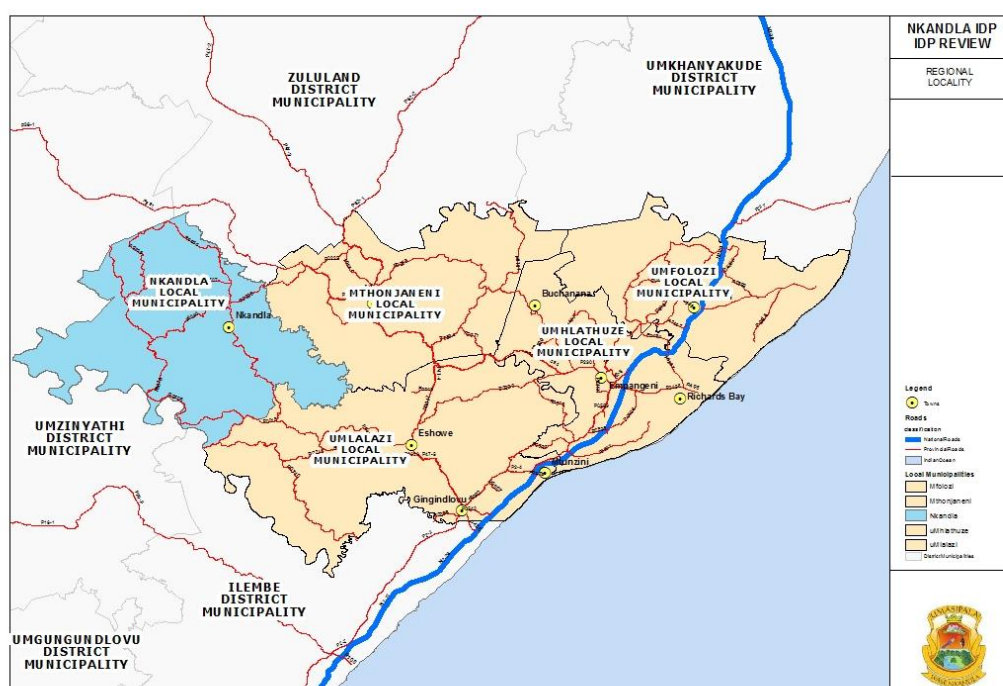
Nkandla Municipality is surrounded by the following local municipalities: Ulundi to the north, Nquthu in the north-west, Msinga in the west, uMvoti in the south-west, Maphumulo in the south, UMLalazi in the south east and UMthonjaneni in the east.

The Nkandla municipality is situated in western side of King Cetshwayo District (DC28). It is positioned close to the country's two largest ports, lying about 130 kilometers inland from Richards Bay and 250 km north of Durban. Nkandla Town is classified as a Rural Service Centre (RSC) and a Provincial Rural Administrative Centre (PRAC), is the only formalized urban area located within Nkandla situated approximately 50 kilometers south-west of Melmoth and 65

kilometers from Eshowe. It is isolated from the major economic development corridors: access is via a main tar road from Melmoth, and tar road from Eshowe, Kranskop and Nquthu.

The area is located approximately 50 km south west of UMthonjaneni Local Municipality, 70 km's from UMLalazi Local Municipality, and approximately 50 km away from Isandlwane battle fields. Situated 140 km from UMhlathuze Local Municipality and 250 km from EThekweni Metropolitan Municipality. Nkandla Local Municipality is a home to the famous high quality Ntingwe Tea which is traded all over the world. The tea is affectionately called Zulu tea abroad.

The Map below shows the Regional Context of Nkandla Local Municipal.



1.2.2. DEMOGRAPHIC PROFILE

The total population currently in the Municipality is 114 286 as indicated by Statistics South Africa, 2016. The table below presents the population for the entire district of King Cetshwayo and compares figures from 2011 and 2016. Nkandla Local Municipality indicates a decline in population and this can be attributed to the lack of Job Opportunities, attrition due to various reasons, migration of people to other parts of the country to look for employment opportunities, the inability of the municipality to provide a range of elite services and amenities to the affording communities.

The table below indicates the latest statistics of the population of the municipality.

	2016	2011
Population	114 284	114 416
Age Structure		
Population under 15	45.9%	40.3%
Population 15 to 64	48.6%	53.6%
Population over 65	5.5%	6.1%
Dependency Ratio		
Per 100 (15-64)	105.8	86.6
Sex Ratio		
Males per 100 females	82.5	79.4
Population Growth		
Per annum	-0.03%	n/a
Labour Market		
Unemployment rate (official)	n/a	43.9%
Youth unemployment rate (official) 15-34	n/a	53.5%
Education (aged 20 +)		
No schooling	24.7%	29.1%
Matric	23.9%	21.2%
Higher education	4.9%	4.8%
Household Dynamics		
Households	21 832	22 463
Average household size	5.2	4.9
Female headed households	63.0%	63.1%
Formal dwellings	17.0%	31.8%
Housing owned	87.3%	54.6%
Household Services		
Flush toilet connected to sewerage	5.5%	8.1%
Weekly refuse removal	4.0%	7.8%
Piped water inside dwelling	5.0%	16.7%
Electricity for lighting	76.9%	44.6%

1.2.3. WARDS AND TRADITIONAL AUTHORITY

The municipality consists of 14 large wards with 18 Traditional Authority. Most of economic activities take place in ward 5 of the municipality which forms the urban node. The famous Nkandla Indigenous Forest and Amatshezimpisi Game Reserve is located in Ward 6. The municipality does not have any National Routes that traverse the municipality. The area is divided into five primary and secondary nodes being Nkandla (ward 01), Qhudeni (ward 08), Lindela (Ward 13), Dolwane (Ward 12) and Chwezi (Ward 01).

Map 2: Ward & Traditional Authority Map

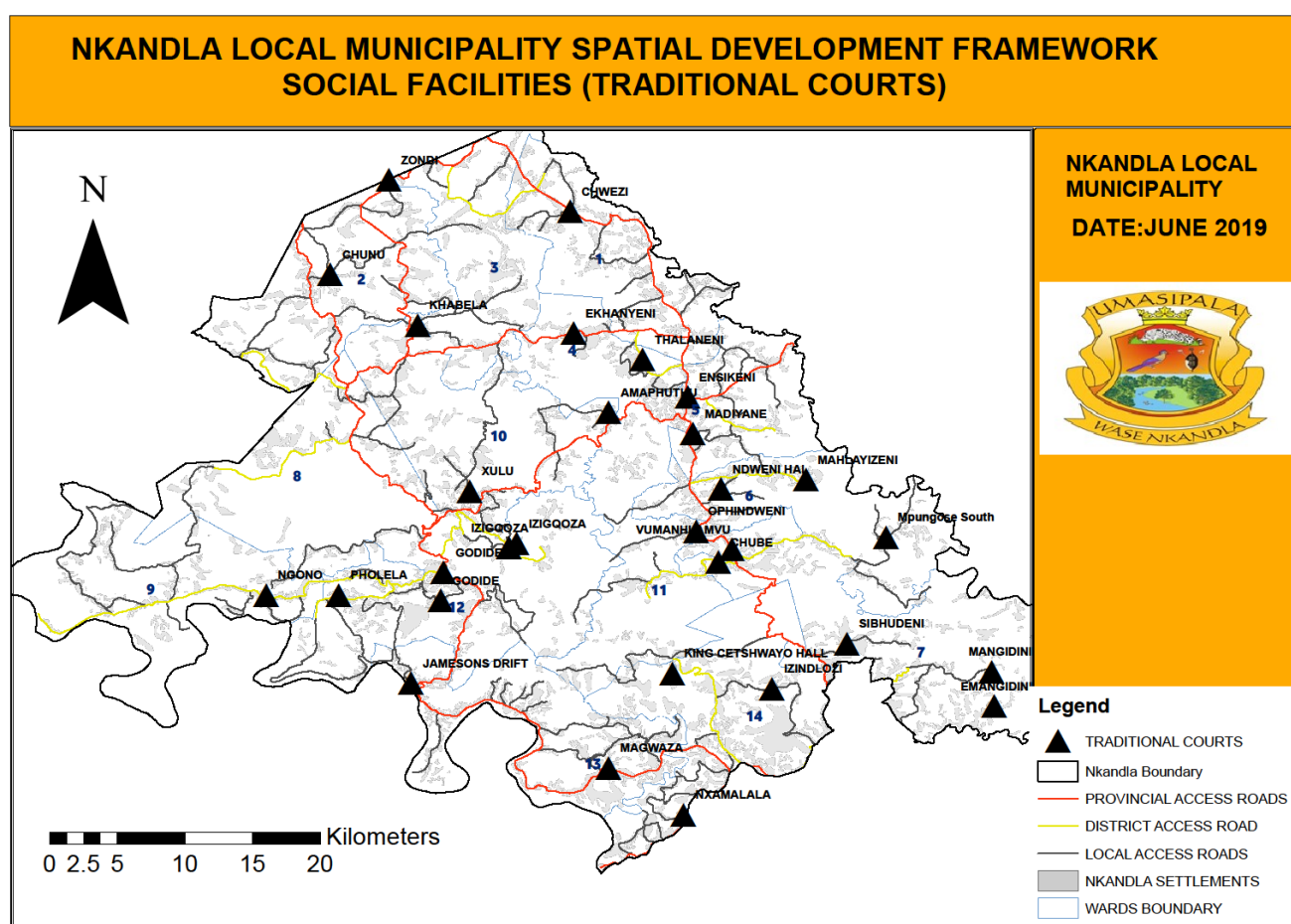


Table 2: Traditional Authorities

The municipality has 18 traditional authorities, namely:

Table 2: Traditional Authorities

Traditional Authority	Inkosi	Wards
Chwezi TC	Nkosi Sibisi	1
Kwa- Zondi TC	Nkosi Zondi	2 and 3
Khabela TC	Nkosi Dlomo	2 and 3
Chunu TC	Nkosi Mchunu	2 and 3
Mpungose TC	Nkosi Mpungose	1 and 5
Ekukhanyeni T/A	Nkosi Khanyile	4
Mahlayizeni TC	Nkosi Biyela	5 and 6
Mangidini T/A	Nkosi Biyela	7
Qhudeni Trust farm	Mdluli (Umholi)	8
Ngono T/A	Nkosi Ntuli	9
Kwa -Xulu TC	Nkosi Xulu	10
Amaphuthu T/A	Nkosi Mbhele	10
Chube TC	Nkosi Shezi	11
Ezindlozi T/A	Nkosi Khanyile	11 and 14
Godide TC	Nkosi Ntuli	12
Izigqoza T/A	Nkosi Zulu	12
Magwaza T/A	Nkosi Magwaza	13
Nxamalala	Nkosi Zuma	14

There is a fairly good working relationship between the municipality and Amakhosi. Amakhosi are involved in the development of their areas of jurisdiction. The participation of Amakhosi in Council affairs has been formalized. Section 81 of the Local Government: Municipal Structures Act was used as a guide in formalizing the process. There are 5 Amakhosi that represent Traditional Council in Municipal Council meetings.

1.2.5. ECONOMIC PROFILE

Nkandla Local Municipality remains as one of poorest local municipalities within King Cetshwayo district Municipality. The dominating economic activities in Nkandla are subsistence Agriculture and trading of Livestock. The majority of people in Nkandla rely solely on Government social grants for survival. The following statistics gives the clear indication on the state of economic activities.

Table3: Economic Activity

ECONOMIC ACTIVITY	PERCENTAGE
Subsistence Agriculture	16%
Informal Sector	13%
Local Wages	0,5 %
Migrant Remittances	20%
Government Grants	74.5 %
No Income	42,1 %

Source: Statistics South Africa, Census 2001 and 2011

The above diagram indicates that 42, 1 % of the population have no income at all. One can conclude by stating that most of the people in Nkandla are faced with poverty. 74.5% of the population depends on social grants and other government grants. Despite the bleak outlook of the current economic conditions of the municipality there is immense potential for growth in the economy in Nkandla owing to the innumerable opportunities that are available to investors in the tourism and services sectors respectively.

Local economic development and education are the focal points of the Municipality to overcome the above statistics on the diagram.

1.3. THE IDP REVIEW PROCESS FOR THE DEVELOPMENT OF THE 2019/20 IDP

The section intends to describe how the Integrated Development Plan 2019/2020 was developed. Integrated Development Plan process commenced with the adoption of the Process Plan in September 2016. The Process Plan defined the legislative background to Integrated Development Plan, the responsible individuals and committees involved in the process, the Process Plan also detailed how community participation would be taken into place. Alignment to various pieces of legislation, provincial priorities and district priorities was also stated. The Process Plan is critical in informing the budgetary process of Nkandla Local Municipality. Stakeholders Forums were held, Public Meetings and road shows were held in compliance with chapter 4 of Municipal Systems Act – Public Participation.

In order to produce a credible Integrated Development Plan these mechanisms were used to channel the IDP review accordingly.

- Internal IDP Action Plan
- Auditor-General's Findings and Recommendations
- Internal Auditor's Report
- IDP Forums recommendations
- District Forums

- Alignment of Sector Plans
- Compliance with the IDP regulation Guidelines
- Council Strategic Plans
- Management Committee Contributions
- Public Comments
- Previous IDP's Information

1.3.1. PROCESS PLAN

The process plan ensures alignment between the preparation processes for the budget, the IDP, and the Performance Management System (PMS).

Table 3: 2018/2019 IDP Process Plan Activities and Timeframes

NO	TIME FRAME	ACTIVITY	LEGISLATIVE REQUIREMENT	RESPONSIBLE PERSON
1	August/September 2018	IDP Sector alignment and co-ordination (sector departments, district & local municipalities)	Municipal Systems Act –S24	Office of the Municipal Manager
2	October/November 2018	Internal co-ordination of IDP and budget submission	N/A	Office of the Municipal Manager
3	November 2018	1st Quarter PMS Report to be placed on website and communicated at ward committee meetings	MFMA – S75(2) Municipal Systems Act – S21(b) Mun. Planning and Performance Management Regs. – 31	Office of the Municipal Manager
4	December/January 2018/2019	Submission of Annual Report to Auditor – General	MFMA – S127(5)	Office of the Municipal Manager
5	January 2019	Budget and performance mid-year assessment and review	MFMA-sec88(1)(a)	Office of the Municipal Manager and budget and treasury
6	February 2019	First draft of new budget	MFMA-S17	Budget and treasury
7	January / February 2019	2nd Quarter (mid-year) OPMS report to Council via PAC	Mun. Planning and Performance Management Reg. 13(2)(a)	Office of the Municipal Manager
8	March 2019	Draft Budget & draft IDP (draft Scorecard & SDBIP) submitted to Council	MFMA –S19,22 &23	Office of the Municipal Manager

9	March 2019	Public Notice on Drafts (IDP, Budget & SDBIP)		
11	JUNE 2019	Approval of IDP (including Scorecard) & Budget	MFMA – S24 & 25	Office of the Municipal Manager
12	JUNE 2018	Submit final IDP to MEC for Local Government within 10 days after council approval	Municipal Systems Act – S32(1)	Office of the Municipal Manager
13	JUNE 2019	Notification approved IDP and Budget to public	Municipal Systems Act - S25(4)(a)(b)	Office of the Municipal Manager
14	JUNE 2019	Submission of SDBIP to Council for approval. To be approved within 28 after the approval of budget	53(1)(c)(ii) of the MFMA	Office of the Municipal Manager

1.3.2. PUBLIC PARTICIPATION

As part of the public participation program, road shows were planned to give the public an opportunity to make contributions on the decision making of the municipality. An IDP Forum Meeting was held on February 2019 where all stakeholders were present, the development of the 2019/2020 IDP was discussed. IDP Imbizos were held in all 14 Wards of the Municipality. Comprehensive presentations on Integrated Development Plan, Budget Processes and Performance management processes were made by the municipality. The public was given an opportunity to make contributions on the affairs of the municipality. Constructive submissions were received and are included in this review.

Various meetings are held by the municipality with community in order to address queries and to give explanations about the operations of the municipality. Activities of the municipality are communicated to the public using different media channels in order to inform the public about the plans and programs of the municipality.

1.3.3. COMMUNITY INVOLVEMENT MECHANISMS

Involving communities in developing the IDP budgeting and developing Municipal KPIs increases the accountability of the municipality. Some communities may prioritize the amount of time it takes a municipality to answer a query, others will prioritize the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving the communities in setting KPIs and reporting back to communities on performance, accountability is increased, and public trust in the local government system is enhanced.

As stated in the Systems Act, a municipality should utilise the mechanism, processes and procedure established in terms of Chapter 4 of the Act to involve the community participation in all processes of the municipalities. Below is listed some of the key public participation mechanism/processes of Nkandla Municipality

➤ Ward Committees

The primary vehicle utilised to drive community participation by Nkandla Municipalities is the “ward committee”. Nkandla municipality is the ward participatory type and it is envisaged that the ward committee as a mechanism be utilised to encourage and improve community involvement in IDP, Budget processes and performance management.

➤ **Community Development Workers (CDWs)**

CDWs are a programme of government which was introduced to bring government closer to the people. CDWs are in the community to provide assistance in encouraging the communities to participate in the affairs of local government and to assist in making the community aware of service delivery initiatives and implementation.

➤ **Operation Sukuma Sakhe**

Operation Sukumasakhe is a programme initiated in the Province to address the provincial priority of the “War on Poverty”. Structures are established at the ward level to assist in integration of services to provide comprehensive, integrated and transversal services to communities through effective and efficient partnerships.

Operation Sukuma-Sakhe aims to rebuild the fabric of society by promoting human values, fighting poverty, crime, diseases, deprivation and social ills, ensuring moral regeneration, by working together through effective partnerships. Partnerships include civil society, development partners, communities and government departments, to provide a comprehensive integrated service package to communities.

1.3.4. IDP KEY ISSUES

The following highlights the main KPAs:

1. Basic Service Delivery
2. Local Economic Development (Social Development Are To Be Included Here As A Sub-Heading as Per Cogta Guidelines)
3. Municipal Transformation and Institutional Development
4. Good Governance and public Participation
5. Financial Viability and Management
6. Cross Cutting Interventions (Including Spatial and Environment as Per Cogta Guidelines)

1.4. KEY CHALLENGES FACING THE MUNICIPALITY AND WHAT IS DONE TO ADDRESS THEM

The Municipality undertook a Strategic Planning Session from the 25-28 August 2016. The session was facilitated by a Service Provider. In attendance from the municipality were all the New Councillors, Heads of Departments and Managers Levels 2-4. The session emerged with a SWOT analysis that touched all the municipal departments, which culminated into strategic issues/ challenges.

The general consensus was that strategic planning is the core of the work of an organisation and without a strategic framework the municipality's direction and approach to service delivery may be an unconvincing endeavour.

In that regard, this session was intended to assist NKANDLA answer the following key questions:

- ⇒ Who are we?
- ⇒ What capacity do we have/ what can we do?
- ⇒ What problems are we addressing?
- ⇒ What difference do we want to make?
- ⇒ Which critical issues must we respond to?
- ⇒ Where should we allocate our resources? / What should our priorities be?

These key priority issues / challenges were sifted into categories of the six (6) KZN KPAs. The following table summarizes these key challenges and what the municipality resolved to do in order to address them.

Table 5: Key Challenges and Interventional Measures

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ⇒ Retention of staff; ⇒ To achieve efficiency and performance; ⇒ Job evaluation task analysis ⇒ Late review of policies and By-Laws; ⇒ Ageing ICT infrastructure; ⇒ Delay in conclusion of disciplinary hearings; ⇒ Non-existence of updated organogram that is aligned to service delivery needs. ⇒ Non-existence of Job Descriptions.
INTERVENTIONS	<ul style="list-style-type: none"> ⇒ Increase Institutional Capacity and promote transformation; ⇒ Effective implementation of Retention Policy and Strategy; ⇒ Conduct job evaluation tasks analysis to fast track the job descriptions ⇒ Prioritise budget for ageing ICT Infrastructure ⇒ Fast Track the finalisation of the revised organogram that is aligned to service delivery needs
KPA 2: BASIC SERVICE DELIVERY	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ⇒ Aging basic infrastructure (water, sanitation, electricity & Roads) ⇒ Inadequate water services infrastructure ⇒ Lack of funding, ⇒ Burden to upgrade roads in low cost housings

	<ul style="list-style-type: none"> ⇒ Extension 7 upgrading will retard rehabilitation of roads for at least two consecutive years ⇒ Capacity and Network condition ⇒ Increased illegal buildings including shacks ⇒ High costs of middle to high income housing ⇒ Storm Water Drainage system
INTERVENTIONS	<ul style="list-style-type: none"> ⇒ Increase provision of Municipal Services ⇒ Improve Municipal Infrastructure by developing a credible Infrastructure Maintenance Plan ⇒ The municipality is conducting vigorous Back-to Basics (B2B) activities which focuses on basic services e.g. grass cutting, street cleaning, potholes repairs, Street Lights repairs etc. where officials, ward Cllrs and communities work together ; ⇒ Intensify business plans for sourcing funds ⇒ Identifying backlogs for upgrading or maintaining ⇒ Closely monitoring of SDBIP ⇒ R56 Housing Development need urgently disposal ⇒ Homes 2010 need urgently disposal ⇒ Application for additional 3MVA to increase from current 22MVA to 23MVA is in progress ⇒ Upgrading of substations are in progress utilizing maintenance budget but future budgets need to be committed
KPA 3: LOCAL ECONOMIC DEVELOPMENT (LED) & SOCIAL DEVELOPMENT	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ⇒ High unemployment rate, poverty and low economic growth ⇒ Underdeveloped manufacturing and agricultural sectors ⇒ Low levels of literacy and skills development ⇒ Budget constraints for poverty alleviation projects ⇒ Limited land for development (Urban Expansion);
INTERVENTIONS	<ul style="list-style-type: none"> ⇒ Facilitate and stimulate growth and development of the local economy through opportunities for sustainable job creation, poverty reduction and improvement of business economic empowerment ⇒ Improve SMME & Coop skills ⇒ Support agricultural development ⇒ Alignment with department of agriculture ⇒ Facilitate conclusion of protocol agreement by DRDLR
KPA 4: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ⇒ Financial stability ⇒ Low Revenue base / financial resources ⇒ Outstanding debt on rates and services owed to the municipality is high. (High Debtors Book) ⇒ Compliance with MFMA systems
INTERVENTIONS	<ul style="list-style-type: none"> ⇒ Effective revenue enhancement strategy; ⇒ Improve expenditure and maximise the economies of scale

	<ul style="list-style-type: none"> ⇒ Improve budgeting, reporting and audit opinion ⇒ Strategies to reduce debtors book ⇒ Enforcement of credit control and debt collection management;
KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ⇒ Poor enforcement of by-laws and policies ⇒ Lack of awareness campaigns on anti-fraud and corruption
INTERVENTIONS	<ul style="list-style-type: none"> ⇒ Promote public knowledge and awareness ⇒ Vigorous Implementation, monitoring and reporting of the B2B programme ⇒ Ensure enforcement of by-laws and policies by Senior Management
KPA 6: CROSS CUTTING	
KEY CHALLENGE(S)	<ul style="list-style-type: none"> ⇒ Limited land availability and middle income Housing ⇒ Mushrooming of informal settlement ⇒ Disaster: Community is continuing affected by its impact and after-effects ⇒ Public representative need to be more accountable to communities ⇒ Limited space for burial land (cemeteries) – current pace is running out. ⇒ Outstanding land audit ⇒ Investment Climate
INTERVENTIONS	<ul style="list-style-type: none"> ⇒ Improve municipal planning and spatial development (review the SDF) ⇒ Improve disaster management and response to fire and emergencies ⇒ Allocate and facilitate the procurement for more burial land. ⇒ Fast track the land Audits ⇒ Friendly city, infrastructure upgrade, responsive infrastructure and likened to big business demands

1.5. WHAT IS OUR LONG TERM VISION

The Vision, Mission and Core Values for the Municipality were reviewed at the Councillor Strategic Planning Session that was held on the 25-28 August 2016 and adopted by Council in October 2016. We describe the new vision, mission and core values of the Nkandla Municipality as follows:

1.5.1 LONG TERM VISION

To be a high performing rural municipality driven by continuous improvement of quality of life for Nkandla Citizens by 2035

1.5.2 OUR MISSION STATEMENT

Nkandla Municipality renders effective service delivery encompassing nature and heritage to ensure poverty alleviation, sustainable economic growth and development through self-help and self-reliance.

1.5.3 BATHO PELE PRINCIPLES

- Caring
- Accountability
- Transperancy and honesty
- Integrity
- Effeciency
- Proffessionalism
- Fairness
- Dignity
- Respect

We use the Batho Pele principles in all our work and engaements with the community to ensure effective and efficient service delivery.

1.5.4 OUR GOALS AND OBJECTIVES

1. Trategic infrustrucure
2. Institutional Development
3. Social and Economic Development
4. Sustainable Infrustructure and Development
5. Sound Financial Management
6. Environmental Development and Management

1.6. WHAT TO EXPECT, IN TERMS OF OUTPUTS, OUTCOMES AND DELIVERABLES, OVER THE NEXT (5) FIVE YEARS

The community of Nkandla Municipal area should expect considerable declines in service backlogs and a desirable living environment. This will be achieved through the set goals and objectives as detailed in the sections that follow. However, the following table summarizes.

Table 6: Expected Outputs, Outcomes & Deliverables over the next five (5) Years

OUTPUT	OUTCOMES / DELIVERABLES
Projects that will improve organizational cohesion and effectiveness	Improved organizational stability and sustainability
Projects that will eradicate backlogs and ensure proper operations and maintenance	Sustainable delivery of improved services to all households
Projects that will create an environment that promotes the development of the local economy and facilitate job creation	Improved municipal economic viability
Developing and implementing appropriate financial management policies, procedures and systems	Improved financial management and accountability
Promote a culture of participatory and good governance	Entrenched culture of accountability and clean governance
Development of schemes & unlocking of land	Availability of schemes and land for development

1.7. MUNICIPAL GOALS AND OBJECTIVES AND HOW THEY WILL BE MEASURED

The municipal goal is to ensure that all community members within Nkandla have access to basic services. This can be achieved by ensuring that the Key Performance Areas are implemented. The table following highlights the municipal priority objectives aligned to the KZN KPAs, Batho Pele Principles and Back-to-Basics Principles and demonstrate how they will be measured.

1.7.1. MUNICIPAL GOALS, OBJECTIVES AND STRATEGIES ALIGNED TO PDGP

Table 7: Municipal Goals and Objectives and how they will be measured

INDEX	NATIONAL KEY PERFORMANCE AREAS	DESIRED OUTCOME /MUNICIPAL GOALS	REF	STRATEGIC OBJECTIVE	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS
A	Municipal Transformation And Organisational Development	Improve institutional and organisational capacity	A1	Improve Organizational skills development and capacity building for staff and councillors	Implement a differential approach to Municipal Financing, planning and support	HUMAN RESOURCE DEVELOPMENT	Pillar 5: Building Capable Local Government Institutions
			A2	To decrease Municipal Risk through risk management			
			A3	Attain effective and efficient municipal administration			
				Improve education of citizens through early childhood development and skills development			
			A4	Strengthen and improve employment equity in the municipality			
			A5	To decrease Municipal Risk through risk management			
B	Basic Service Delivery	Sustainable Infrastructure and service delivery	B1	Increased provision of municipal services in a sustainable manner	Improved access to basic services	INFRASTRUCTURE DEVELOPMENT	Pillar 2: Delivering Basic Services
			B2	Improved state of Municipal Infrastructure		HUMAN AND COMMUNITY DEVELOPMENT	
			B3	To improve quality of life through social infrastructure development			
C	Local Economic Development	To create a conducive environment for socio - economic growth	C1	To align the LED Strategy with the PGDS, EPWP and CWP	Implementation of Community works	INCLUSIVE ECONOMIC GROWTH	N/A
			C2	To increase job creation			

INDEX	NATIONAL KEY PERFORMANCE AREAS	DESIRED OUTCOME /MUNICIPAL GOALS	REF	STRATEGIC OBJECTIVE	OUTCOME 9 OUTPUT	PDGS	BACK TO BASICS
			C3	To improve support to Local Development	Programme and supported Cooperatives		
D	Financial Viability And Financial Management	Advance and maintain the financial viability of the municipality	D1	To enhance revenue collection	Improve Municipal Financial and Administrative Capability		Pillar 4: Sound financial management and accounting
			D2	To ensure that financial resources are efficiently and effectively allocated			
			D3	To ensure effective management and monitoring of expenditure			
			D4	Improved budgeting, reporting and compliance.			
E	Good Governance And Public Participation	Promote good governance in the municipality	E1	Strengthened Governance, Oversight and Reduced risk	Deepen Democracy through a refines Ward Committee System	GOVERNANCE AND POLICY	Pillar 1: Putting People First Pillar 3: Good Governance
			E2	To ensure efficient and effective internal and external communication			
			E3	Attain effective and efficient municipal administration			
F	Cross Cutting Issues	Ensure improved response to disasters	F1	Improve strategic and Municipal Spatial Planning	One window of co-ordination	SPATIAL EQUITY	N/A
			F2	To promote a safe and healthy environment for Nkandla community		ENVIRONMENTAL SUSTAINABILITY	
			F3	To minimize the effect of natural and other disasters			
				To create a conducive environment for socio economic growth			

1.7.3. MONITORING OF THE IDP THROUGH THE PERFORMANCE MANAGEMENT SYSTEM (PMS)

The attainments of key performance areas will be measured through the adopted Performance Management Framework policy. The aim will be to enforce a performance driven municipality. This will be done through the enforcement of performance key performance areas of the municipality as an element of the Performance Management System, this includes Service Delivery and Budget Implementation Plan and the individual Performance Plans for Section 57 Management and all other Senior Managers. The performance of the Municipality is therefore dependent on the performance of management committee. Key performance areas are aligned with responsible manager or HOD, as directors of each directorate as stipulated in the Integrated Development Plan. Development and adoption of SDBIP's is followed by strict monitoring and reporting on monthly and quarterly basis. Mid-Year report forms part of half yearly assessment on targets set at the beginning of that particular year together with Mid-Year Budget Adjustment.

Key Performance Area	Responsible Unit
Monitoring, Evaluation, Compliance and Reporting -	Office of the Municipal Manager
Municipal Transformation and Institutional Development	Corporate Services
Service Delivery and Infrastructure Development	Technical Services
Local Economic Development	Community and Social Services
Financial Viability and Management	Budget and Treasury
Good Governance and Public Participation	Office of the Municipal Manager

SECTION B –CHAPTER 2: PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND IMPERATIVES

This section identifies key Planning and Development Principles that guide the IDP and planning decision-making in the Municipality. Also included in this section is a summary of the applicable government priorities and policies guiding organs of state and the Nkandla Municipality as depicted in the figure below:

2.1. PLANNING AND DEVELOPMENT PRINCIPLES FOR NKANDLA MUNICIPALITY

The following table provides a summary of planning and development principles that underpin the Nkandla IDP.

Planning and Development Principles

- a) **Spatial Justice**:- past spatial and other development imbalances must be redressed through improved access to and use of land
- b) **Spatial Sustainability**:- promote land development that is within the fiscal, institutional and administrative means of government, give special consideration to the protection of prime agricultural land, uphold land use measures in accordance with environmental management instruments, promote land development in sustainable locations and limit urban sprawl, consider all current and future costs to all parties in the provision of infrastructure and social services to ensure the creation of viable communities
- c) **Efficiency**:- optimise the use of existing resources and infrastructure
- d) **Spatial Resilience**:- Flexibility in spatial plans and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and
- e) **Good Administration**:- all spheres of government must ensure an integrated approach to land use and land development, all departments must provide their sector input and comply with the prescribed requirements and follow a transparent public process.

2.2. GOVERNMENT POLICIES AND IMPERATIVES

National policies and imperatives provide a framework within which development should take place. Nkandla Municipality acknowledges these and strive toward the effective implementation thereof.

2.2.1. THE NATIONAL DEVELOPMENT PLAN (VISION 2030) - NDP

The National Development Plan (NDP) was prepared by the National Planning Commission (NPC). The NDP aims to eliminate poverty and reduce inequality by 2030. It indicates that South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and

promoting leadership and partnerships throughout society. In the NPC's Diagnostic Report (2011), the NPC identified 9 primary challenges facing the country (which are also prevalent in the Nkandla Municipality), namely:

- ⇒ Too few people work;
- ⇒ The quality of school education for black people is poor;
- ⇒ Infrastructure is poorly located, inadequate, and under-maintained;
- ⇒ Spatial divides hobble inclusive development;
- ⇒ The economy is unsustainably resource intensive;
- ⇒ The public health system cannot meet demand or sustain quality;
- ⇒ Public services are uneven and often of poor quality;
- ⇒ Corruption levels are high; and
- ⇒ South Africa remains a divided society.

In addressing these concerns, the NDP sets out six interlinked priorities, namely:

- ⇒ Uniting all South Africans around a common programme to achieve prosperity and equity;
- ⇒ Promoting active citizenry to strengthen development, democracy, and accountability;
- ⇒ Bringing about faster economic growth, higher investment, and greater labour absorption;
- ⇒ Focussing on key capabilities of people and the state;
- ⇒ Building a capable and developmental state; and
- ⇒ Encouraging strong leadership throughout society to work together to solve problems.

The National Development Plan provides a paradigm shift whose focus is to involve communities, youth, workers, the unemployed, and business partnerships with each other, so as to develop a more capable state, to develop capabilities of individuals and the country, as well as to create opportunities for the whole of South Africa. The importance of alignment with National Planning Commission and National Development Plan and elements of the plan are included in the strategic objectives of our key performance areas of the municipality

2.2.2. THE SUSTAINABLE DEVELOPMENT GOALS (SDG)

Figure 5: The 17 Sustainable Development Goals

The MDGs, adopted in 2000, aimed at an array of issues that included slashing poverty, hunger, disease, gender inequality, and access to water and sanitation. Enormous progress has been made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Despite this success, the indignity of poverty has not been ended for all.

The new SDGs, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people. The Sustainable Development Goals are summarised as follows:

- ⇒ **Goal 1.** End poverty in all its forms everywhere.
- ⇒ **Goal 2.** End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- ⇒ **Goal 3.** Ensure healthy lives and promote well-being for all at all ages.
- ⇒ **Goal 4.** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- ⇒ **Goal 5.** Achieve gender equality and empower all women and girls.
- ⇒ **Goal 6.** Ensure availability and sustainable management of water and sanitation for all.
- ⇒ **Goal 7.** Ensure access to affordable, reliable, sustainable and modern energy for all.
- ⇒ **Goal 8.** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- ⇒ **Goal 9.** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- ⇒ **Goal 10.** Reduce inequality within and among countries.
- ⇒ **Goal 11.** Make cities and human settlements inclusive, safe, resilient and sustainable.
- ⇒ **Goal 12.** Ensure sustainable consumption and production patterns.
- ⇒ **Goal 13.** Take urgent action to combat climate change and its impacts.
- ⇒ **Goal 14.** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- ⇒ **Goal 15.** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- ⇒ **Goal 16.** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
- ⇒ **Goal 17.** Strengthen the means of implementation and revitalize the global partnership for sustainable development.

The Sustainable Development Goals will therefore complete the aims of the Millennium Development Goals, and ensure that no one is left behind.

2.2.3. GOVERNMENT OUTCOMES 1-14

The Government's outcome-based approach arose out of a realisation by government that change was not happening as rapidly and effectively as required. It noted that progress was being made in many areas, and that greater access to services was being provided to many communities. However, government was not achieving the outcomes to ensure a "better life for all" and many communities were rightly impatient with the quality, relevance, and adequacy of government service delivery.

Out of this backdrop the outcomes approach was developed ensuring that government is focussed on achieving the expected real improvements in the lives of South Africans. The approach clarifies what is expected to be achieved, how it will be done, and where it will take place. It insists that the different spheres of government improve the lives of citizens rather than just carrying out their functions. The fourteen outcomes are summarised below:

1. Improved quality of basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel safe;
4. Decent employment through inclusive economic growth;
5. A skilled and capable workforce to support an inclusive growth path;
6. An efficient, competitive, and responsive economic infrastructure network;
7. Vibrant, equitable, and sustainable rural communities, with food security for all;
8. Sustainable human settlements and improved quality of household life;
9. A responsive, accountable, effective, and efficient local government system;
10. Environmental assets and natural resources that are well protected and continually enhanced;
11. Creation of a better South Africa, and contributing to a better and safer Africa and World; and
12. An efficient, effective, and development oriented public service and an empowered, fair, and inclusive citizenship Integrated Development Plan for 2016/2017 Financial Year 50
13. A comprehensive, responsive and sustainable social protection system.
14. A diverse, socially cohesive society with a common national identity

These outcomes provide strategic focus and do not cover the whole of government's work and activities. The IDP document addresses each of these outcomes and municipal strategies have been designed accordingly.

2.2.4 NATIONAL PRIORITIES (STATE OF THE NATIONS ADDRESS 2019)

The State of the nation address was delivered by President Cyril Ramaphosa on the 16th February 2019. The president hinted many challenges and successes that the country is facing, among the list, are economic challenges:

- The interaction between government, business and labour, known as the CEO Initiative, has been able to address some domestic challenges. As a result, the country successfully avoided credit ratings downgrades, which would have had a significant impact on the economy,
- The successful execution of Eskom's Build and Maintenance programmes helped to ensure stability and an end to load-shedding. Work is continuing to ensure energy security. Renewable energy forms an important part of the energy mix, which also includes electricity generation from gas, nuclear, solar, wind, hydro and
- To mitigate the drought, government has provided R2.5 billion for livestock feed, water infrastructure, drilling, equipping and refurbishment of boreholes, auction sales and other interventions.
- In an effort to curb high water losses, which in some municipalities far exceed the national average which is at 37%, about 10 000 unemployed youth are being trained as plumbers, artisans and water agents. More will be recruited this year to reach the total of 15 000.
- Because our economy is relatively small and open, it is affected by all of these developments. Our economy is also affected by domestic factors such as the electricity constraints and industrial relations which are sometimes unstable.
- In addition, the State of the nation address, 2017, also reflected on the progress made thus far regarding the Nine-point plan in response to the sluggish growth of the South African Economy.

- The impact of the state of the South African economy will ultimately have a positive impact on the Nkandla in with regards to Agriculture as the community relies a lot on livestock and ploughing as their primary source of income.

2.2.5. THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT

The Spatial Planning and Land Use Management Act No. 16 of 2013 came into operation on the 1st of July 2015.

SPLUMA is a framework act for all spatial planning and land use management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making in this field. The other objects include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments.

SPLUMA has become the official overarching legislation for development planning in the country and has repealed the following legislations previously used for various development planning purposes:

- ⇒ Removal of Restrictions Act, 1967 (Act No. 84 of 1967)
- ⇒ Physical Planning Act, 1967 (Act No. 88 of 1967)
- ⇒ Less Formal Township Establishment Act, 1991 (Act No. 133 of 1991)
- ⇒ Physical Planning Act, 1991 (Act No. 125 of 1991)
- ⇒ Development Facilitation Act, 1995 (Act No. 67 of 1995)
- ⇒ Some of the key aspects that SPLUMA deals with are:
- ⇒ Development Principles and Norms and Standards
- ⇒ Intergovernmental Support
- ⇒ Spatial development Frameworks
- ⇒ Land Use Management
- ⇒ Land Development Management

Section 35 (2) Of SPLUMA states; A municipality must, in order to determine land use development applications within its municipal area, establish a Municipal Planning Tribunal. A Municipal Planning Tribunal (MPT) is the decision making body for Land Development. In terms of the Draft Regulations in terms of SPLUMA, All category 1 applications must be referred to the Tribunal:

- a) The establishment of a township or the extension of the boundaries of a township;
- b) The amendment of an existing scheme or land use scheme by the rezoning of land;
- c) The removal, amendment or suspension of a restrictive or obsolete condition, servitude or reservation registered against the title of the land;
- d) The amendment or cancellation in whole or in part of a general plan of a township;
- e) The subdivision and consolidation of any land other than a subdivision and consolidation which is provided for as a Category 2 application;
- f) Permanent closure of any public place;
- g) Any consent or approval required in terms of a condition of title, a condition of establishment of a township or condition of an existing scheme or land use scheme.

2.2.6. PROVINCIAL PRIORITIES (STATE OF THE PROVINCE ADDRESS)

The Honorable Premier of the KwaZulu- Natal Province, Mr. Willies Mchunu delivered the State of the KwaZulu-Natal Province Address on the 1 March 2019. The Premier aligns this address with the strategic direction provided by the country's State of the Nation Address.

Key Provincial Priorities as stated in the SOPA 2019 are as follows:

Social cohesion and moral regeneration as imperatives for nation building

The issue of identity remains core to a society that is united. We can never be united if we remain divided along lines of race, colour, language, religion, or any other belief. We can only be united if we are able to rally around a common set of values and moral standards, which transcends our own individual cultural and historic backgrounds. We are by no means promoting a situation where any culture or belief should feel threatened.

Land issues

Land issues in our province remain a highly emotive issue and again an area deserving heightened attention and a more radical approach to meet the desired outcomes. Progress with the Land Restitution Programme has been slow due to a variety of reasons, most significant of which is the constraint of the fiscus and budget available to support land claim projects. President (SONA 2017) clearly indicated that this more direct intervention by the state on matters of Land Reform must not be perceived as a land grab, or for that matter a condonation of land grab processes. The state has had legal and regulatory processes at its disposal which it has not effectively utilised and that is what has to be rectified. The state will now get involved directly in vigorously resolving land issues.

Capacity and ability of the state

Constitution of the Republic of South Africa (1996) envisages a public service that is professional, accountable and development-oriented. The National Development Plan identifies specific steps that need to be taken to promote the values and principles of public administration contained in the Constitution and build an efficient, effective and development oriented public service as part of a capable and developmental state. Although significant progress has been done, we have to acknowledge that we are still facing deep routed challenges and that we are not impressed with. We have embarked upon Operation Vula to formulate a comprehensive business and operational plan for the implementation to open up economic opportunities for mass based social enterprises and cooperatives, led by African people in particular, to benefit from capital intensive state led infrastructure programmes, as well as from the state buying power.

Radical economic transformation

It is by now a well stated fact that freedom without the financial means to enjoy this freedom is a false and hollow sense of freedom. Kwa-Zulu Natal will now embark on a process of Radical Economic Transformation as a drive to address the persevering triple challenges of poverty, unemployment and inequality. There are new procurement regulations to be implemented before 01 April 2017; we need to continually interrogate our procurement practices to promote opportunities for local small contractors, SMMEs and co-operatives owned by Black African People. We acknowledge that this must not be done at the expense of quality and therefore training and development of SMMEs is a priority. It is clear therefore that the public procurement system and processes are at the centre of radical economic transformation.

The health of KZN population is improved

One of the key focus areas for enhanced and rapid economic transformation is the agricultural sector. As a Province we have therefore embarked upon a Radical Agrarian Socio-Economic Transformation Programme (RASET) to explore opportunities for enhanced transformation in this sector. Development of emerging farmers in this Province is critical to economic Upliftment and the Radical Agrarian Socio-Economic Transformation Programme (RASET) Programme is aimed at improving the value chain of food production and supply for underprivileged farmers and emerging agri-businesses by attending to structural barriers associated within existing value chains.

2.2.7. THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

When the Province of KwaZulu-Natal adopted its first Provincial Growth and Development Strategy (PGDS) in 2011, it undertook to ensure that growth and development of the Province will at all times be guided and directed by a Long Term Vision and Strategy. It is for this reason that a 20 year vision was adopted in moving KZN towards 2030. With the 2011 PGDS now having been in implementation for the last 5 years and 25% of the vision period having passed, it is essential to undertake a strategic review so as to reconfirm or adjust the Vision and related strategies. At the same time it is now necessary to maintain a 20 year rolling Vision for the Province and, therefore, to extrapolate Vision 2030 to Vision 2035.

The Revised 2016 KwaZulu-Natal Provincial Growth and Development Strategy (KZNPGDS) bolsters the Province's commitment to achieving the vision of KwaZulu-Natal (KZN) as a **"Prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world"**. The PGDS aims to build this gateway by growing the economy for the continued development and the continued improvement of the quality of life of all people living in the Province whilst ensuring that those currently marginalized have broader socio-economic opportunities. Whilst the Provincial Government of KZN is leading this process, its success depends on the partnership and full buy-in from labour, civil society and business. It is critical for all stakeholders to be engaged in the single-minded pursuit of shifting KZN's growth path towards shared and inclusive growth and integrated, sustainable development, aimed at improving the lives of all KZN Citizens.

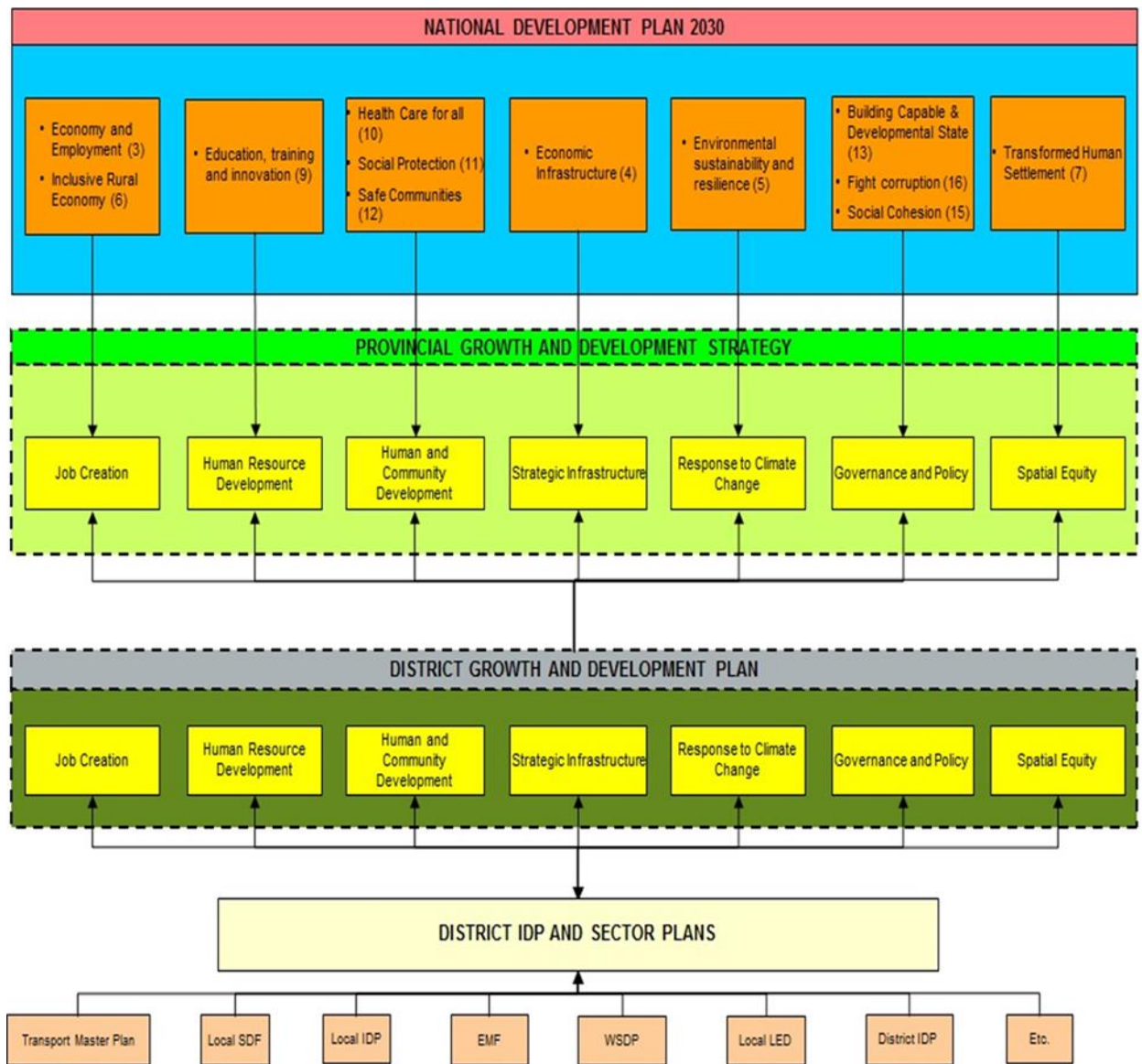
Diagram 1: PGDS 7 Strategic Goals



2.2.8. THE DISTRICT GROWTH AND DEVELOPMENT PLAN

The King Cetshwayo District Growth and Development Plan is a development plan developed by the District Municipality of King Cetshwayo. It was subsequently agreed that for the province to realise the goals as identified and detailed within the PGDP, each district municipality and the metro need to develop a District Growth and Development and Metro Growth and Development Plan that will extract all issues of execution from the PGDP in their jurisdiction in order to further the implementation of the issues as prioritised. The February 2012 Lekgotla thus resolved that the Provincial Planning Commission and COGTA support district Municipalities with the development of District Growth and Development Plans as part of the current 2012/2017 IDP process.

The following diagram illustrates the linkage between the National Development Plan, the Provincial Growth and Development Strategy, District Growth and Development Plan and further shows the linkage that the DGDP has to the IDP both at district and local level.



To achieve these 7 strategic goals, 30 objectives, supported by 124 implementable interventions, have been developed which have been aligned to the IDP strategies and objectives. To deliver on this, the PGDS requires all spheres of government to deliver on the following:

- ⇒ The implementation of the catalytic projects and interventions, effective participation in the institutional implementation framework,
- ⇒ The incorporation of the strategic goals and objectives in their priorities and programmes,
- ⇒ The reporting of progress, and
- ⇒ The provision and allocation of the required support and resources

The Nkandla Municipality's IDP analysis phase has been grouped around these seven strategic goals. The specific strategies and projects identified by the Municipality in the IDP align to these seven goals as depicted in the table below:

2.2.9. PGPD ALIGNMENT

Table 9: PGDP alignment with the NDP, MTSF and Municipal Goals

14 MTSF OUTCOME	7 PDGS GOALS	30 PDGP OBJECTIVES	MUNICIPAL GOALS
1. Education 2. Health 3. Safety 4. Employment 5. Skilled work force 6. Economic infrastructure 7. Rural development 8. Human settlements 9. Developmental local government 10. Environmental assets and natural resources 11. Better South Africa 12. Development oriented public service 13. Social protection 14. Transforming society and uniting the country	1. Inclusive economic growth 2. Human resource development 3. Human and community development 4. Strategic infrastructure 5. Environmental sustainability 6. Policy and governance 7. Spatial equity	1. Unleashing the Agricultural Sector 2. Industrial Development through Trade, Investment & Exports 3. Government-led job creation 4. SMME, Entrepreneurial and Youth Development 5. Enhance the Knowledge Economy 6. Early Childhood Development, Primary and Secondary Education 7. Skills alignment to Economic Growth 8. Youth Skills Dev & Life-Long Learning 9. Poverty Alleviation & Social Welfare 10. Health of Communities and Citizens 11. Sustainable Household Food Security 12. Promote Sustainable Human Settlement 13. Enhance Safety & Security 14. Advance Social Capital 15. Development of Harbours 16. Development of Ports 17. Development of Road & Rail Networks 18. Development of ICT Infrastructure 19. Improve Water Resource Management 20. Develop Energy Production and Supply 21. Productive Use of Land 22. Alternative Energy Generation 23. Manage pressures on Biodiversity 24. Adaptation to Climate Change	I. Improve institutional and organisational capacity II. Sustainable Infrastructure and service delivery III. To create a conducive environment for socio-economic growth IV. Advance and maintain the financial viability of the municipality V. Promote good governance in the municipality VI. Ensure improved response to disasters

		25. Policy and Strategy Co-ordination & IGR 26. Building Government Capacity 27. Eradicating Fraud & Corruption 28. Participative Governance 29. Promoting Spatial Concentration 30. Integrated Land Man & Spatial Planning	
--	--	--	--

2.2.10. BACK TO BASICS POLICY

Nkandla Municipality is embracing Back to Basics approach in addressing the challenges faced by the municipality, in strengthening municipalities, in instilling a sense of urgency towards improving citizens' lives. Since, this approach is also based on the recent review on all 278 Municipalities, which established three groups of municipalities. **The top group** which comprises municipalities, which, in most cases, have the basics right and performing their functions adequately, even though they still have much to do. **The middle group** which comprise of municipalities that are fairly functional, and overall performance is average. **The bottom third group** which is made up of municipalities that are dysfunctional, endemic corruption and face serious challenges in meeting their constitutional obligation and require urgent intervention and support to get them to get the basics right.

It is on the basis of this approach that Nkandla municipality is striving to be counted with the top group in the provision of service delivery. Because, our understanding is that, the **Back to Basics approach** supports a transformation agenda which is premised on the need to ensure functional municipalities. It is informed by the constitution, legislation and programmes, intended at ushering a new agenda aimed at changing government's approach and strategic orientation especially at a local level towards serving the people whilst ensuring service delivery. Planning and implementation is reflective of the programme.

Table 10: Pillars on the Back-to-Basics Approach

No.	Back to basics pillar	Municipal Response
1.	Putting people first and engaging with communities	Monthly monitoring and hosting of ward committee meeting and community meetings.
2.	Delivering Basic Services	The implementation of the operational and maintenance plans of the different service department roads, electricity, and community services.
3.	Good Governance	Council structures are in place and monthly meetings to play the oversight role.
4.	Sound Financial Management	Weekly expenditure control meeting held by the accounting officer. Long terms financial plan in place and being implemented.
5.	Building Capabilities	The municipality has a Workplace skills plan in place and it is implemented accordingly.

The municipality has further integrated these into the municipal Scorecard and into the SDBIP. The work plans of the relevant senior managers will reflect indicators and targets that respond to the Back to basic approach.

2.2.11 MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

The 2014-2019 MTSF focuses on the following priorities:

- ⇒ Radical economic transformation, rapid economic growth and job creation;
- ⇒ Rural development, land and agrarian reform and food security;
- ⇒ Ensuring access to adequate human settlements and quality basic services;
- ⇒ Improving the quality of and expanding access to education and training;
- ⇒ Ensuring quality health care and social security for all citizens;
- ⇒ Fighting corruption and crime;
- ⇒ Contributing to a better Africa and a better world;
- ⇒ Social cohesion and nation building.

2.2.12. WARD BASED PLANS

Ward-based Plans complements the Integrated Development Plan (IDP). The ward plan aims at channelling ward development agenda by encouraging the broader and maximum involvement of community members and stakeholder in bringing about high quality of life in all ten (14) Wards of the Nkandla Municipality. Ward-based Plans maximises community participation at a grass root level as the process of developing them is highly participative. The process of establishing Ward Based Plans of each ward in Nkandla Municipality comprises of the following: Co-ordinator: Public Participation, Co-ordinator: CDW and Ward Committee Members. All ten (14) wards of Nkandla Municipality has developed community based planning. Ward Based Plans informed community needs and ward plans priorities, therefore, they are catered and aligned to the Integrated Development Plan. Nkandla Municipality review Ward Plans on annual basis.

2.2.13. MUNICIPAL STANDARD CHARTS OF ACCOUNTS (MSCOA)

SCOA is an acronym for a Standard Chart of Accounts which is a National reform that has been promulgated by Gazette No. 37577 dated 22 April 2014, called the Standard Chart of Accounts for Local Government Regulations, 2014. The "m" in the acronym distinguishes between a Municipal Standard Chart of Accounts and a Provincial/National Standard Chart of Accounts.

The introduction of a Standard Chart of Accounts for Municipalities (mSCOA), will, inter alia,

- ⇒ Aid transparency; accountability and overall governance in the daily; monthly and yearly activities of municipalities;
- ⇒ Aid the standardization of 278 different municipal 'charts of accounts' (COA);
- ⇒ Improve the quality of municipal information that is compromised, i.e. it will introduce a uniform classification of revenue and expenditure items;
- ⇒ Enhance monitoring and oversight by Councils, DCoG, Treasuries and legislatures;
- ⇒ Comparability of information across Municipalities, i.e. Benchmarking, standards and measures
- ⇒ All municipalities and their respective municipal entities will have to have implemented a new classification framework otherwise known as the Municipal Standard Chart of Accounts (mSCOA) by 1 July 2017 in order to comply with Government Gazette 37577. The implementation of mSCOA, if done correctly, will have numerous benefits at both a macro and micro level.
- ⇒ The implementation of mSCOA is not simply an information technology project, but a business transformation project that will fundamentally transform how the municipality carries out its operations. A mSCOA compliant implementation will:
 - ⇒ Enable a Trial Balance to be drawn in each of the applicable segments;
 - ⇒ Have an IDP and projects budget, compiled in mSCOA segments resulting in few virement adjustments;
 - ⇒ Enable daily transactions to be captured in the correct accounts and the municipality to perform its daily operations;

⇒ Have portal function for input into national data warehouse.

The mSCOA design is based on the use of seven segments each of which should be populated when a transaction is recorded. National Treasury has identified 15 Business processes that are impacted to various degrees by each of the 7 mSCOA segments.

2.2.13. GOVERNMENT POLICIES AND IMPERATIVES AND HOW NKANDLE MUNICIPALITY APPLIES / ADDRESSES THEM

The following table demonstrates the Government Policies and Imperatives and how Nkandla Municipality applies / addresses them.

Table 11: Government Policies and how the Municipality is applying / addressing them

GOVERNMENT POLICY	APPLICATIONS BY MUNICIPALITY
SPLUMA	A single Land Use scheme will be reviewed in the 2019/2020 Financial year. The reviewed SDF will be adopted with the IDP in June that will promotes social inclusion, spatial equity, desirable settlement patterns, rural revitalisation, urban regeneration and sustainable development;
THE SUSTAINABLE DEVELOPMENT GOALS (SDG)	The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Nkandla Municipality ensures that in its planning and day to day activities the SDG's are recognised.
THE NATIONAL DEVELOPMENT PLAN (VISION 2030) - NDP	The municipality will establish a high quality environment with associated required physical and infrastructure The municipality is committed to work with DRDLF in ensuring that Land Reform contributes to economic development and poverty alleviation, particularly in rural areas. Educational support in a form of bursaries is being provided to citizens of Nkandla. The municipality has taken a principal position that it will continue encourage and promote social development programme. The municipality has established Peace Officers. The municipality will develop an anti-fraud and corruption policy.
GOVERNMENT OUTCOMES 1-14	<p>⇒ Municipality adopted the IDP planning processes and that has been the guiding tool throughout the review process;</p> <p>⇒ 2 Nkandla Municipality has implemented a number of community work programmes including amongst others war rooms in all 20 wards, Youth, HIV/AIDS programmes, etc.;</p> <p>⇒ 2 Nkandla Municipality ensures that Ward Committees are representative and are fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues;</p> <p>⇒ 2 Nkandla Municipality ensures that the issues raised by the Auditor General are addressed accordingly through an</p>

GOVERNMENT POLICY	APPLICATIONS BY MUNICIPALITY
	implementable Action Plan and strives to ensure that it receives clean audit
NATIONAL PRIORITIES (STATE OF THE NATIONS ADDRESS 2017) - SOPA	Six points from State of the Nations Address (Land Redistribution, Economic Transformation, Education, Health, Crime & Energy and Water) are addressed in the Ward Based Plan to be implemented in this fourth generation IDP
PROVINCIAL PRIORITIES (STATE OF THE PROVINCE ADDRESS) - SOPA	Seven points from State of the Province Address are addressed in the Ward Based Plan to be implemented and addressed in this fourth generation IDP
THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS) & THE PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)	Infrastructure, agriculture, and social projects that are in the process of implementation or are already under implementation are all in one way or the other addressing the challenges or goals of the states of the Provincial Growth & Development Strategy
KING CETSHWAYO DISTRICT DEVELOPMENT PLAN	NKANDLA Goals and Objectives are aligned to the District Development Plan
MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)	NKANDLA's Goals and Objectives are aligned to the Medium Term Strategic Framework (MTSF)
BACK TO BASICS PRINCIPLES	Ward Based Plans informed community needs and ward plans priorities, therefore, they are catered and aligned to the Integrated Development Plan. Nkandla Municipality review Ward Plans on annual basis.
BATHO PELE PRINCIPLES	The 11 Batho Pele Principles are aligned to all 6 Provincial KPA's as well as to the goals, objective and strategies of the Nkandla Municipality.
THE MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)	NKANDLA Goals and Objectives are aligned to the MTSF as illustrated on page 50 of this document.
MUNICIPAL STANDARD CHARTS OF ACCOUNTS (MSCOA)	The Nkandla Municipality implemented the new classification framework otherwise known as the Municipal Standard Chart of Accounts (mSCOA) and will be ready for implementation on the 1st July 2017 in order to comply with Government Gazette 37577. This IDP has also implemented all projects in accordance to the mSCOA framework

2.3. SECTION C-CHAPTER 3: SITUATIONAL ANALYSIS

INTRODUCTION

This section of the IDP summarises key development informants that shape the Nkandla Municipality and its people, and that inform the development of the municipal Vision and Strategies.

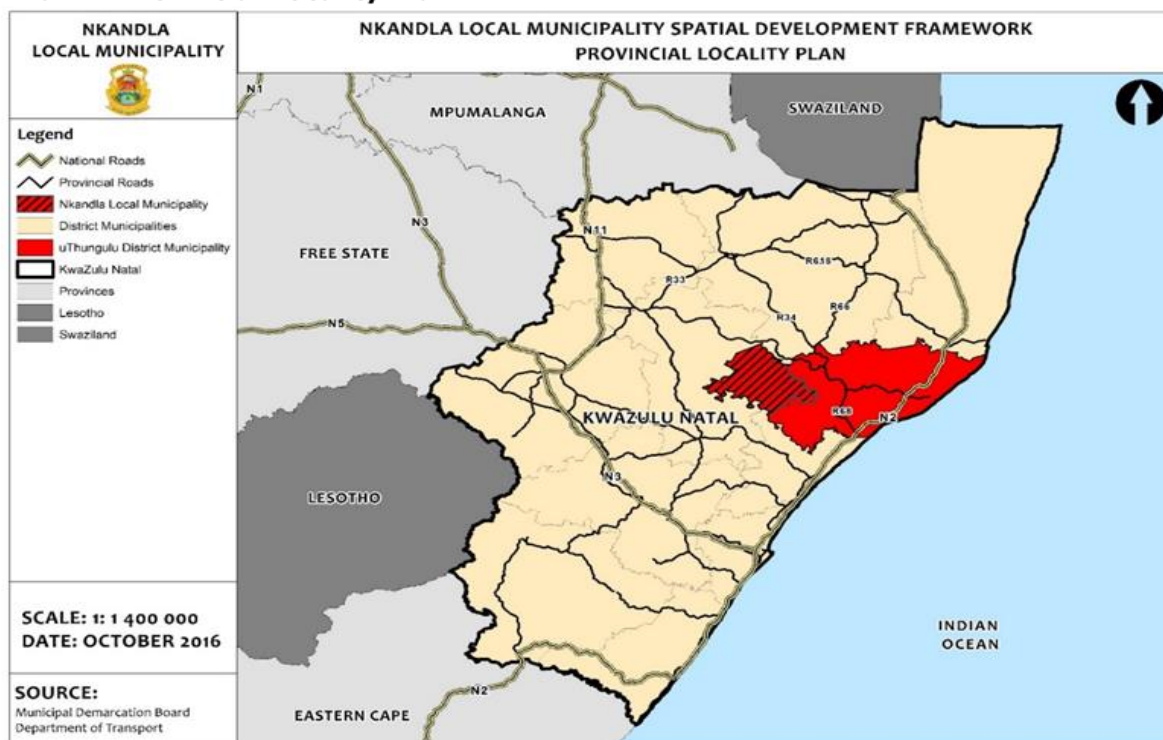
3. KPA: CROSS CUTTING INTERVENTIONS ANALYSIS

3.1. PROVINCIAL / REGIONAL CONTEXT

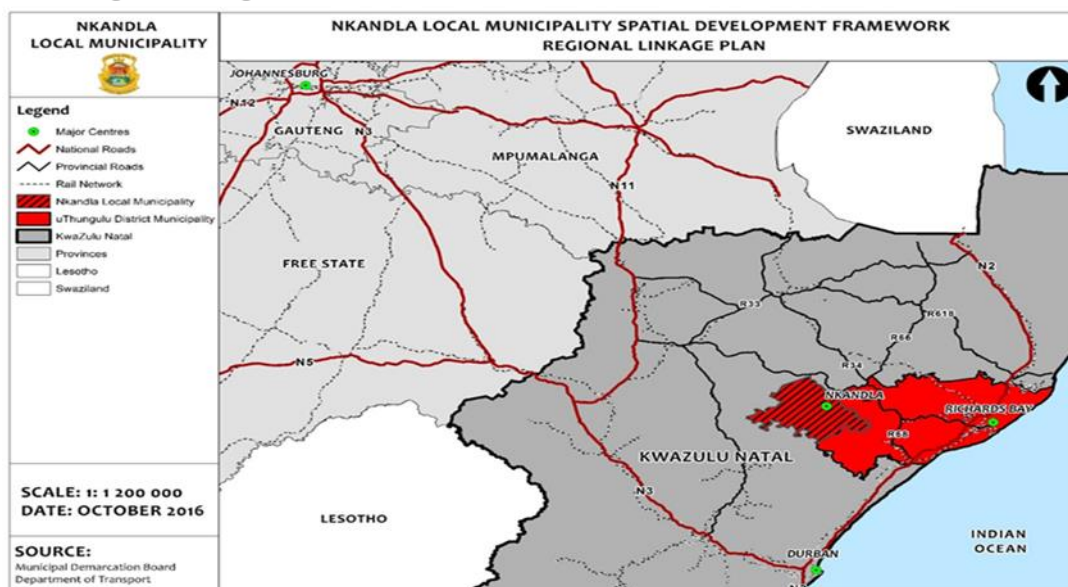
Nkandla Local Municipality falls within the Province of KwaZulu-Natal. KwaZulu-Natal is located along the eastern coast of South Africa, encompassing an area of 94 361 km² (see plan below). The Province is traversed by the N2 and N3 national routes connecting the Province to Johannesburg via the N3 and East London via the N2.

The Province consists of the following ten District Municipalities and one Metropolitan Municipality, with Nkandla forming parting of the King Cetshwayo District:

Plan 1: Provincial Locality Plan



Plan 1: Regional Linkage Plan



The Nkandla Local Municipality is located within the King Cetshwayo District Municipality which is located towards the eastern coast of the KwaZulu-Natal Province. The District Municipality encompasses an area of 8 213 km² and its population was estimated to be 907 519 in 2011.

The District Municipality is bordered by the Zululand, uMzinyathi, iLembe and uMkhanyakude District Municipalities to the north, west, south and north-east, respectively. The District Municipality is made of the following five¹ local municipalities:

Prior to August 2016, the King Cetshwayo District consisted of 6 local municipalities of which one, Ntambanana Local Municipality, has been annexed by the Mthonjaneni, uMfolozi and uMhlathuze Local Municipalities. Nkandla's ward boundaries and municipal boundaries have not been affected by this change.

- uMhlathuze Local Municipality
- Mthonjaneni Local Municipality
- **Nkandla Local Municipality**
- uMfolozi Local Municipality
- uMlalazi Local Municipality

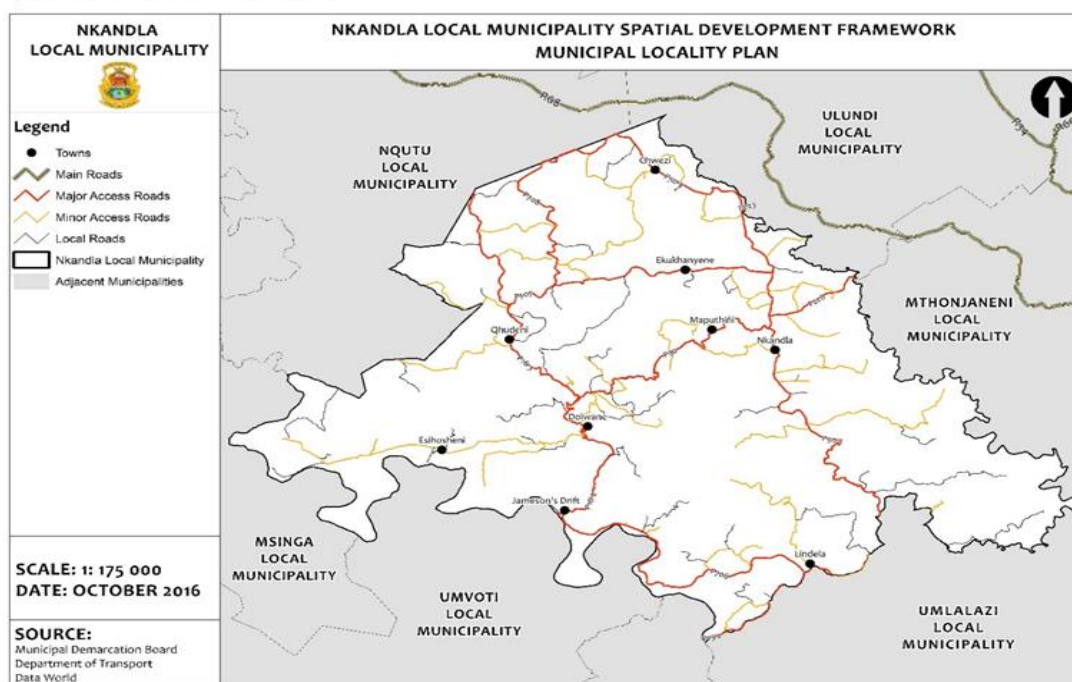
The main towns in the King Cetshwayo District include: Empangeni, Eshowe, KwaGingindlovu, KwaMbonambi, Melmoth, Mtunzini, **Nkandla**, Ntambanana, Richards Bay. The plan below highlights the Nkandla Local Municipality in relation to the economic powerhouse of the country, Johannesburg, the two of the major centres

of KwaZulu-Natal and ports of the eastern coast of the country, Durban and Richards Bay. It is evident that Nkandla does not have direct access to national and provincial road linkages.

Local Municipal Locality

As indicated earlier, Nkandla Local Municipality is an administrative area in the King Cetshwayo District of KwaZulu-Natal. The Nkandla Local Municipality is located towards the western boundary of the King Cetshwayo District Municipality. The Municipality is bordered to by the Ulundi, Mthonjaneni, Umlalazi, Umvoti, Msinga and Nqutu Local Municipalities to the north-east, east, south-west, south-west, west and north-west respectively. The municipality has an area of 1 828 km² and has a population of 114 416 (Statistics SA: Census 2011). The Municipality has a growth rate of -1.55% from 2001 to 2011. The municipality is demarcated into 14 wards which is indicated in the plan below. The wards, their extent, and major settlements are

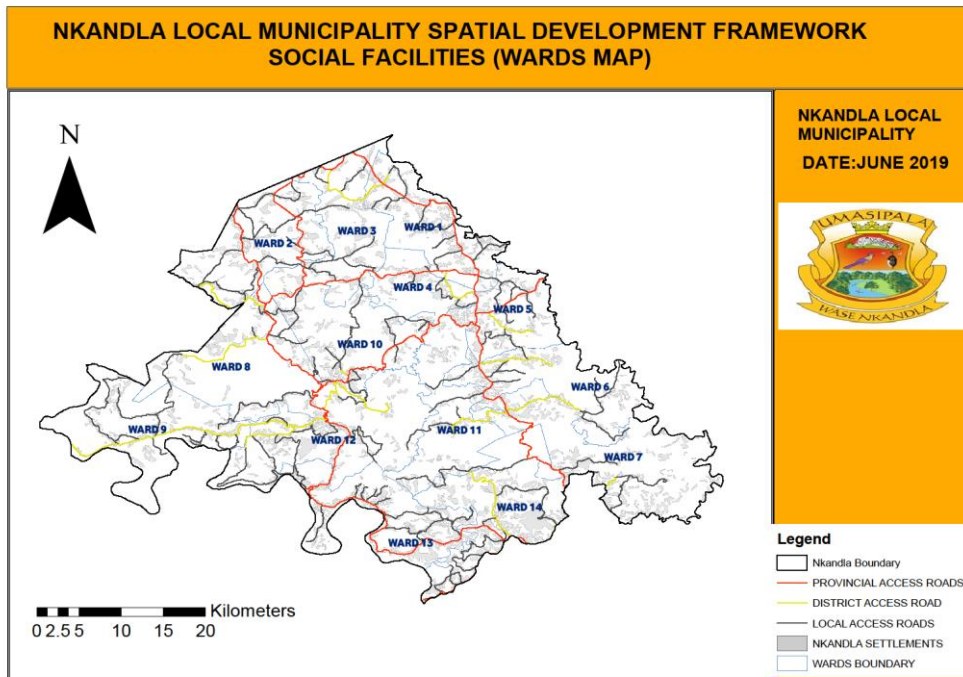
Plan 1: Municipal Locality Plan



3.2. ADMINISTRATIVE ENTITIES

Nkandla Municipality has 14 Wards, with 14 ward councillors and 13 proportional councillors. There are 17 Traditional Areas falling under Ingonyama Trust led by Amakhosi and 1 Trust farm. Nkandla Municipality has a good working relationship with Amakhosi as they are part of the development in their respective areas.

The Map below shows the wards of Nkandla Municipality.



Below: Map showing Traditional Authority

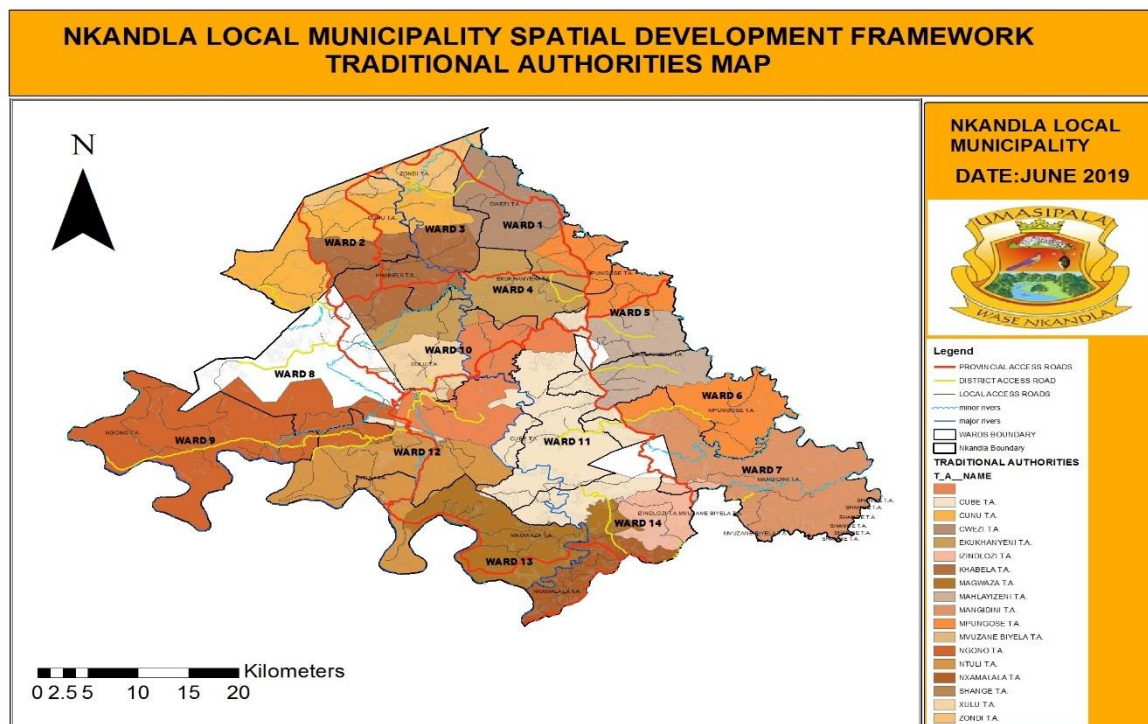


Table 2: Traditional Authorities

The municipality has 18 traditional authorities, namely:

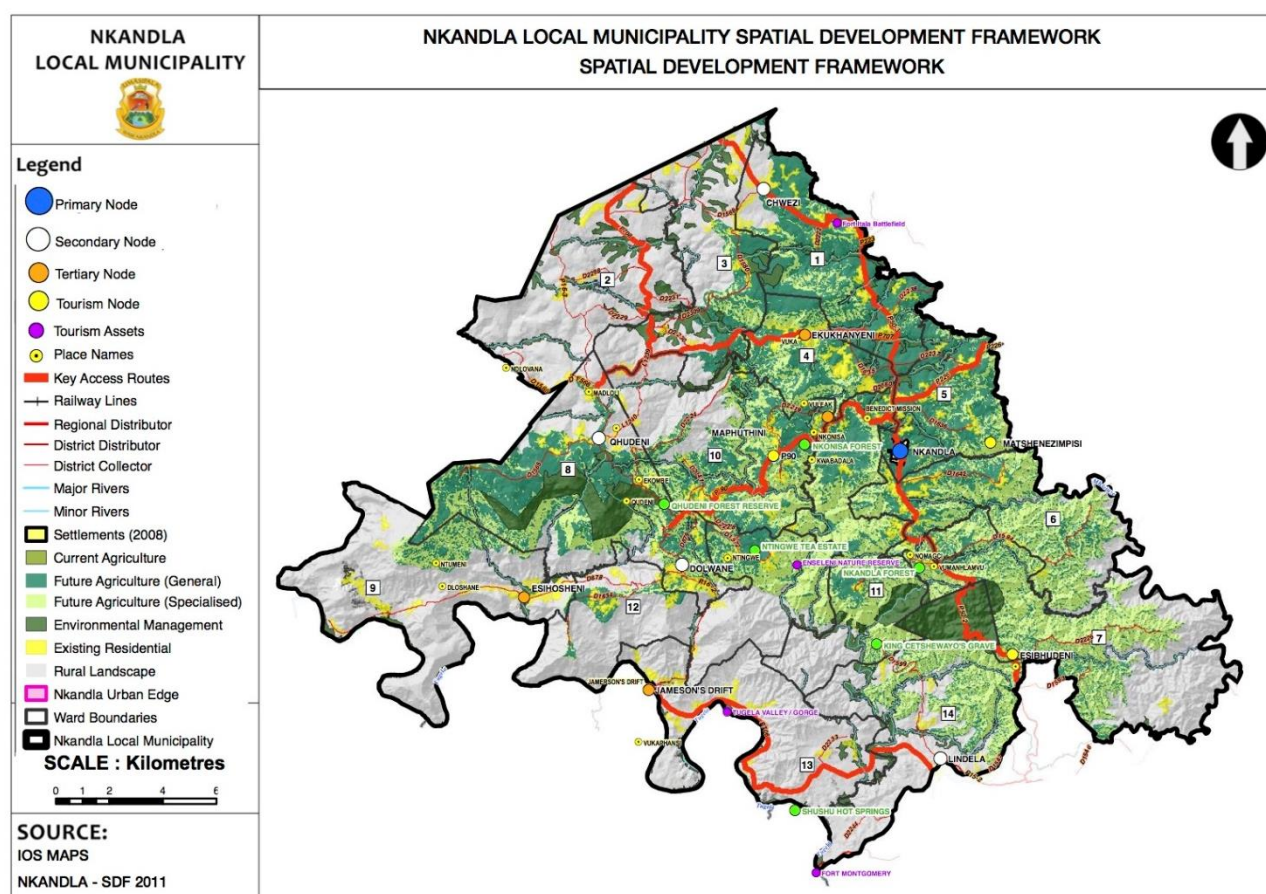
Traditional Authority	Inkosi	Wards
Chwezi TC	Nkosi Sibisi	1
Kwa- Zondi TC	Nkosi Zondi	2 and 3
Khabela TC	Nkosi Dlomo	2 and 3
Chunu TC	Nkosi Mchunu	2 and 3
Mpungose TC	Nkosi Mpungose	1 and 5
Ekukhanyeni T/A	Nkosi Khanyile	4
Mahlayizeni TC	Nkosi Biyela	5 and 6
Mangidini T/A	Nkosi Biyela	7
Qhudeni Trust farm	Mdluli (Umholi)	8
Ngono T/A	Nkosi Ntuli	9
Kwa -Xulu TC	Nkosi Xulu	10
Amaphuthu T/A	Nkosi Mbhele	10
Chube TC	Nkosi Shezi	11
Ezindlozi T/A	Nkosi Khanyile	11 and 14
Godide TC	Nkosi Ntuli	12
Izigqoza T/A	Nkosi Zulu	12
Magwaza T/A	Nkosi Magwaza	13
Nxamalala	Nkosi Zuma	14

3.3. EXISTING NODES AND CORRIDORS

Development Nodes

The following sections depict the elements linked to the spatial development strategies for the development of the Nkandla Local Municipality. The culmination of the below sections leads to the compilation of the draft Nkandla Spatial Development Framework (see plan below).

PLAN 1: NKANDLA SPATIAL DEVELOPMENT FRAMEWORK



3.3.1. NODES

Nodes are focal points in the space economy where a higher intensity and mix of land uses and activities are concentrated. Typically, any settlement system will have a hierarchy of nodes reflecting the relative intensity of development and the differing dominant character of each node. (Robinson, P. 2014)

At the local SDF level, the identification and classification of nodes should follow a similar methodology as that of the district but it must be influenced by the various centres in the local economy.

The identification of development nodes is of most importance as they:

- Optimise the use of existing bulk infrastructure and social facilities
- Discourage urban sprawl
- Ensure compact and efficient urban areas
- Protect agricultural land with high production potential
- Provide guidance to both public and private sectors investors
- Promote economic, social and environmental sustainability
- Accommodate reasonable future demand for development

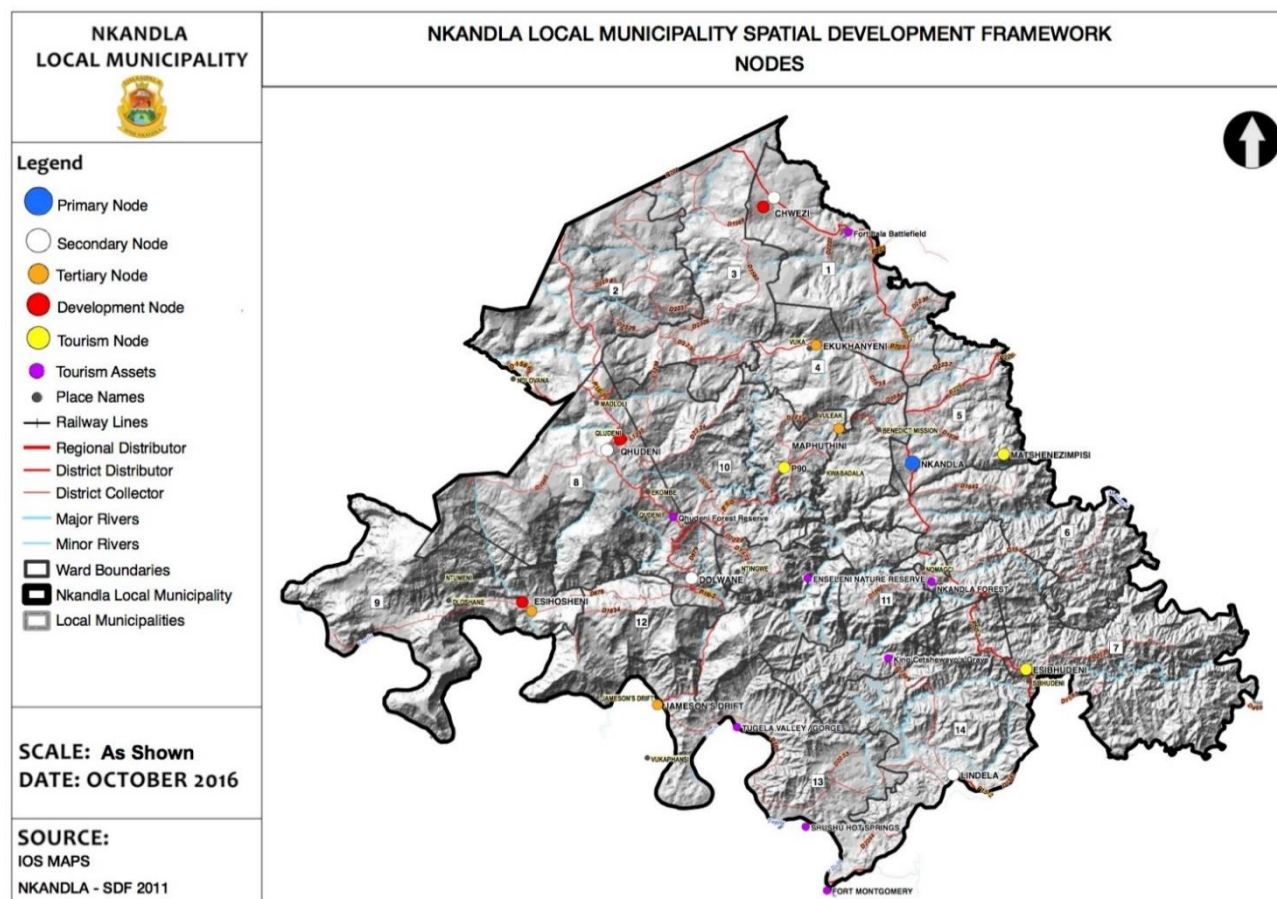
The nodal hierarchy prescribed below includes the following node levels:

Node Type	Description	Node
Primary Node	<ul style="list-style-type: none"> The primary node is a distribution and co-ordination point with a wider, higher order and more permanent range of public and private sector activities than that which is present in a secondary and tertiary node. The primary node is also seen as the area for the intensification of development and the potential for expansion thereof. Main economic and administrative town. 	<ul style="list-style-type: none"> Nkandla
Secondary Nodes	<ul style="list-style-type: none"> Secondary economic role and function. Services surrounding communities. The primary node is serviced by a number of secondary nodes which deliver supplementary services. The level of service supply anticipated includes the provision of services to the surrounding rural areas such as basic engineering services, administration facilities, markets, telecommunication, education, health and transportation facilities. 	<ul style="list-style-type: none"> Qhudeni Lindela Dolwane Chwezi
Tertiary Nodes	<ul style="list-style-type: none"> Easily accessible to local people providing basic services such as postal service, pension payout, public facilities, limited economic activity and education facilities. Secondary nodes are served by a series of tertiary nodes to deliver supplementary services. 	<ul style="list-style-type: none"> Esihosheni Jameson's Drift Maphuthu Ekukhanyeni
Tourism nodes	<ul style="list-style-type: none"> Provides aesthetic value, and close locality to natural phenomenon such as forest reserves. 	<ul style="list-style-type: none"> Matshemezimpisi P90 Esibhudeni

Node Type	Description	Node
	<ul style="list-style-type: none"> There are also a number of other tourist attractions in close proximity. 	

The Map below highlights the main nodes within the Nkandla Local Municipality.

Nkandla Nodes



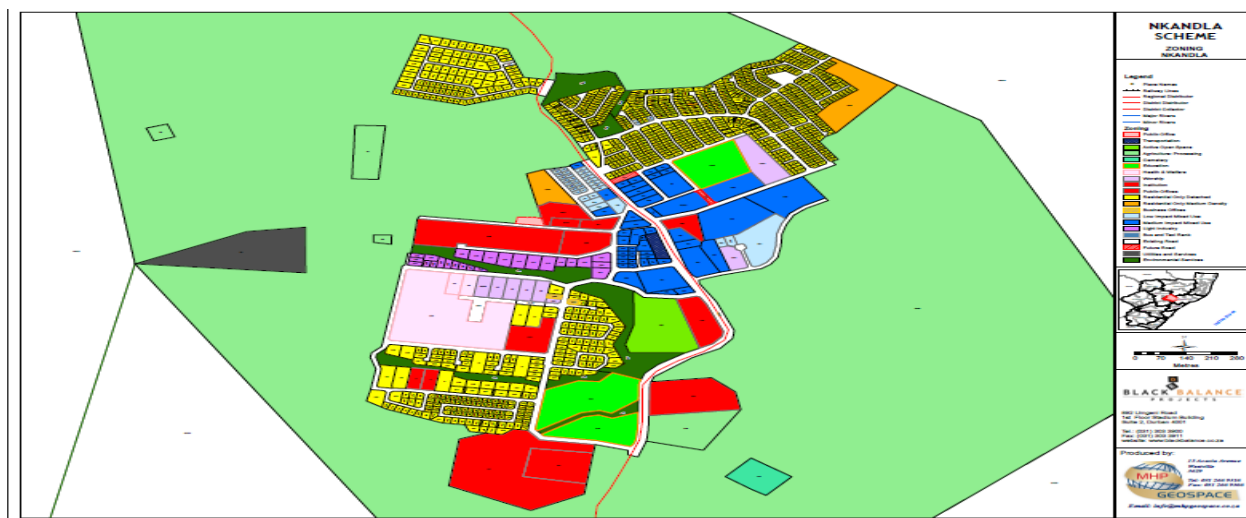
3.3.1.1 Nkandla – Primary Node

Nkandla as the only urban node within the municipality serves a vital function to communities within the entire municipal area and the structured planning and compaction of the town on already limited land resources is important for its continued growth and functioning.

Nkandla as a rural town is characterised with dilapidated buildings and illegal structures. The Municipality is isolated from national roads, as well as from major economic development corridors and towns. Plans are in place to rehabilitate the town including interventions by the provincial department and the district to beautify the town and demolish/remove illegal structures.

The conceptual boundaries of the primary node have been defined for the Nkandla Town area and a town planning scheme has been developed that encompasses a variety of land zonings

FIGURE 1: NKANDLA TOWN PLANNING SCHEME



Zoning	
 	Public Office
 	Residential Only Detached
 	Residential Only Medium Density
 	Medium Impact Mixed Use
 	Active Open Space
 	Agriculture: Processing
 	Environmental Services
 	Light Industry
 	Health & Welfare
 	Utilities and Services
 	Existing Road
 	Future Road
 	Public Offices
 	Worship
 	Institution
 	Transportation
 	Bus and Taxi Rank
 	Business Offices
 	Low Impact Mixed Use
 	Cemetery
 	Education
 	Environment Services

In terms of the functions assigned to a Primary Node, Nkandla will have to:

- Serve as municipal administrative centre;
- Provide services and opportunities to higher density settled areas such as Machubeni, Ndweni, Mqubeni, Madiyani, Mjahweni, Emaromeni and Ngwegweni;
- Contain residential accommodation, financial services, health services, communication facilities and SMME facilities;
- Serve as a transportation node, specifically geared towards passenger services; and
- Serve as the locality for the establishment of infrastructure such as sports facilities, cemeteries, landfill sites, and so forth.

3.3.1.2 Qhudení – Secondary Node

Although Qudeni is mentioned within the Nodal Development Framework for Nkandla, it is not discussed within the document itself, as a separate development framework was compiled for Qudeni. This information is not available for perusal and can therefore not be incorporated into this SDF. The proposals that follow are thus based on information gathered through consultation with the municipality and other stakeholders.

Apart from Nkandla, Qudeni is the only node with Formal Registered erven, which are all registered in the name of Department Land Affairs (Now Rural Development & Land Reform).

PLAN 2: QUDENI NODE

3.3.1.3 Lindela – Secondary Node

The Lindela Economic Development Node is located in the south, along the P706 District Road, some 8kms west of the P50 / P706 intersection. Both the P50 and P706 roads are being upgraded to tarred roads. The P706 provides access to the south-western sub-region of the municipality and links Lindela with Jameson's Drift.

The node is relatively well serviced with both water and electricity, but there are significant backlogs in both water and electricity in the surrounding rural hinterland.

New development in the node includes an extension to the existing Multi-Purpose Community Centre and the construction of the Nxamalala Traditional Administrative Centre. The node has good potential for expansion and densification in light of the existence of suitable gently sloping land – particularly between the Traditional Administrative Centre and the Clinic.

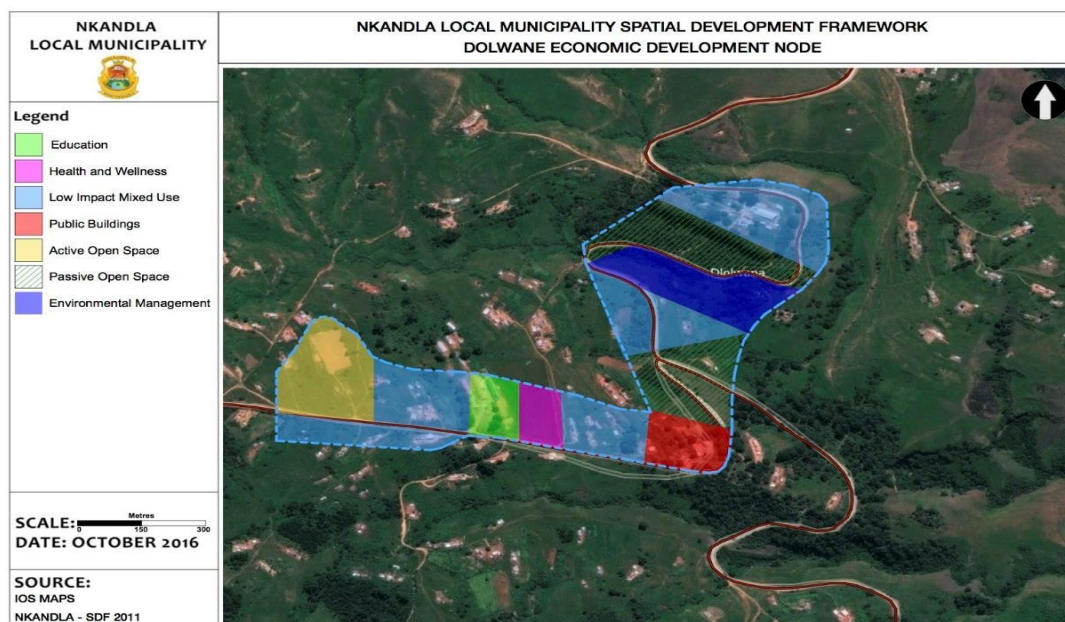
3.3.1.4 Dolwane – Secondary Node

Dolwane is centrally located in the western sub-region of the municipal area just to the west of the P16-2 Road where the P16-2 and the P90 tourism route join.

The Dolwane Economic Development node is situated at an important junction between Jameson's Drift, Esihosheni, Maphutini and Qhudení Nodes.

As is evident from the Water Services Plan, the node and surrounding areas, is well serviced with water. However, electricity provision is only evident to some existing land uses in the node with high backlogs in electricity provision in the rural hinterland. The node itself is relatively constrained in terms of suitable land for future development, as a result of the undulating topography.

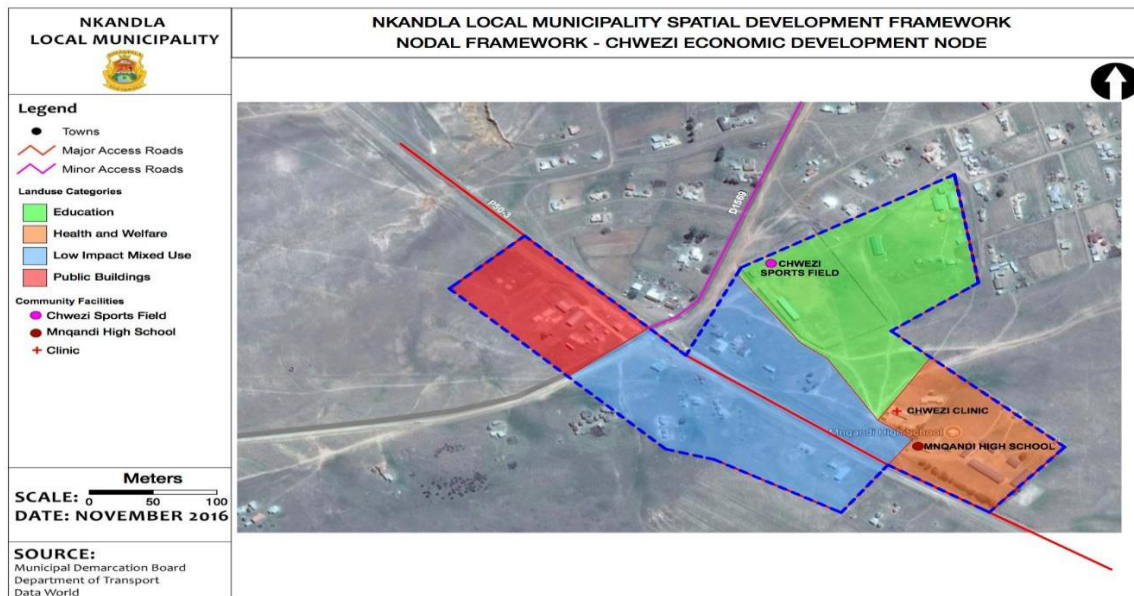
Plan 3: Dolwane Node



3.3.1.5 Chwezi – Secondary Node

Chwezi is situated in the northern parts of the municipality on the P50-3 Road connecting Nquthu LM with Ulundi LM and Nkandla Town Itself.

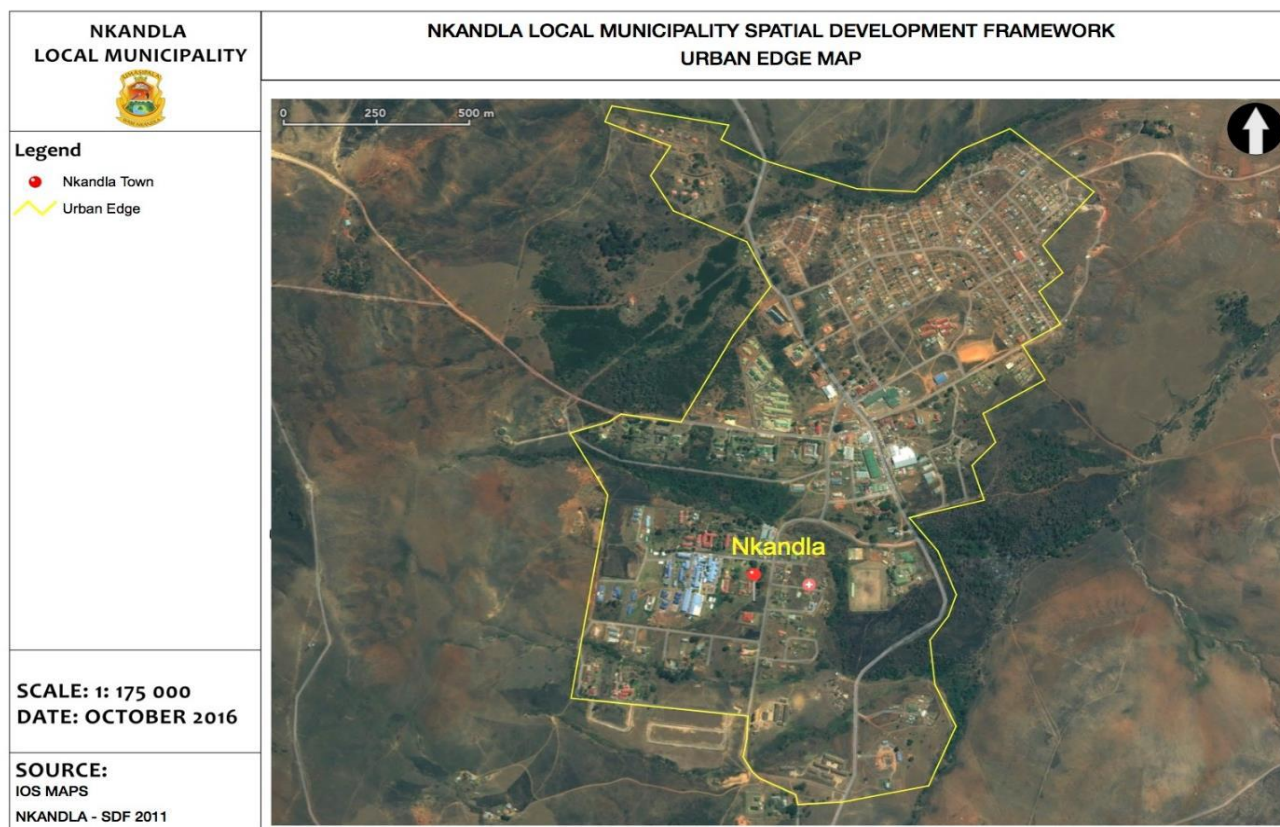
PLAN 4: CHWEZI NODE



3.3.2. Urban Edges

The Urban Edge serves as a mechanism towards ensuring the containment and redirection of urban growth, whilst addressing rural development beyond the edge. The plan below indicates the urban edge of Nkandla Local Municipality, which is primarily the Nkandla Town area. The Urban Edge aligns to the boundary edge of the proclaimed Nkandla town area.

MAP: URBAN EDGE



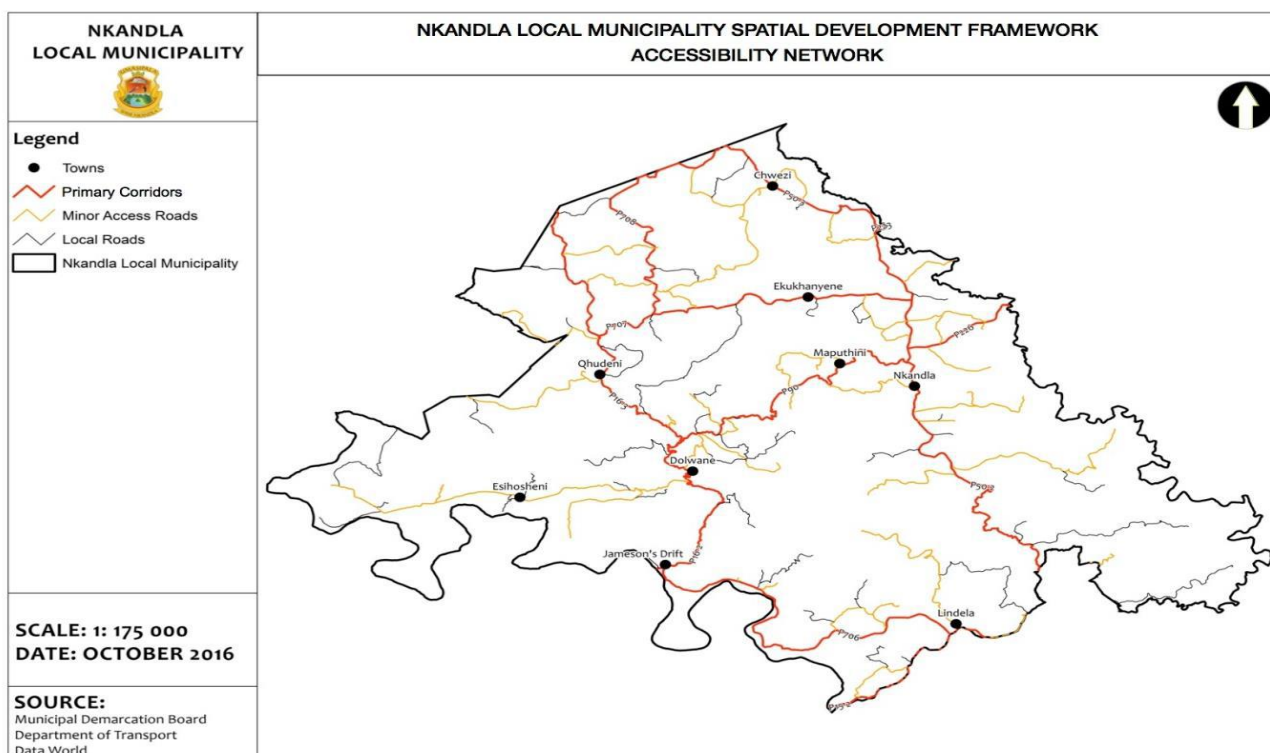
Infill Areas

Nkandla Local Municipality has only one urban node, Nkandla Town (which is a proclaimed town), within the municipality that serves a vital function to communities within the entire municipal area. Nkandla town has a layout which the outside boundaries also form an urban edge and compaction and densification within this boundary is important for its continued growth and functioning. It is thus ideal that the Nkandla Local Municipality supports and promotes “Infill Areas” within the “Urban Edge” of the town of Nkandla as a primary node and other identified nodes before venturing into finding expansion areas. Infill areas have been identified for each and every node, as a conceptual urban edge has been drawn around the nodal areas as per Nodes plan.

3.3.3 CORRIDORS

The major structuring element for determining the existing and future concentration of development, activity and investment in the Nkandla Municipality consists of an access and movement hierarchy that has been established through the major internal and external national and provincial linkages. Please refer to the map below for a depiction of these main thoroughfares.

PLAN 5: CORRIDORS



This provides access to the primary, secondary and tertiary nodes and Tourism Areas, Agricultural and Forestry Development Areas, adjoining municipalities, existing settlements within Nkandla Municipality, etc. Movement routes, such as the P50, P90, P226, P707, P706, P708, as well as other roads within the municipality are considered the 'glue' that holds the area together by providing internal and external access.

Movement Routes also provides accessibility to services – both infrastructural and facilities. Movement routes that Inter alia require upgrading includes P16 (Jameson's Drift to Qhudeneni) and the P707.

3.3.3.1 Regional Development Corridor

The following roads have been identified as the main transport investment areas:

- The P50 - being upgraded to black top via the African Renaissance Road Upgrading Programme – ARRUP.

It has been identified as a main transport investment route due to it being recognized as such through the ARRUP Programme and traverses the municipal area, providing direct access to:

- the towns of Eshowe, Nkandla and Nqutu.;
- Esibhudeneni Tourism Node,
- Nkandla Natural forest,
- Nkandla Town,

There are dense settlements that occur along his route, and a number of roads branch off this route (P226 to Melmoth, P90 to Maphuthu, P90 Tourism Node and Dolwane, the P707 to the Ekukhanyeni Service Node). It also traverses through the proposed Chwezi Node.

3.3.3.2 Secondary Corridor

The following secondary corridors have been identified which Nkandla (Through the P50) to the following areas:

- The P226 links Nkandla to Melmoth; and
- The P90 - Traverses the Maputhini Service Node and the P90 Tourism Node. It links Nkandla Town with the proposed Dolwane Node.

These roads also serve as link roads to neighbouring towns and Local Authorities.

Public interventions envisaged in this area relate to:

- a) Tarring of roads which will provide transport services access to the remote regions, and open up additional economic opportunity in opening the areas. Accessibility is of key importance.
- b) Developing a localised Corridor Development Strategies which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- c) Ensure multimodal transport integration occur along these roads at key points.

3.3.3.3 Link Roads

The following routes have been identified as important link roads to ensure secondary access to the Regional Development Corridor:

- The P16 between Jameson's Drift and Qhudeni up to where it links with the P707;
- The P707 which provides access to the proposed Ekukhanyeni Node and the proposed agricultural investment areas to the south and north of this Node.

Public interventions envisaged in this area relate to the upgrading to black top surfaces of all the link roads to perform the distribution function intended.

The following access routes needs to be upgraded and should open access to extremely poor communities in the southern region of Nkandla en-route to King Cetshwayo's grave and other existing tourist amenities. These tourist sites can be better marketed:

- D1642 to Matshensipizi guest houses (8.3km).
- D1599 to King Cetshwayo Grave Site (11.84km). Grave Site – an important tourist site.

55

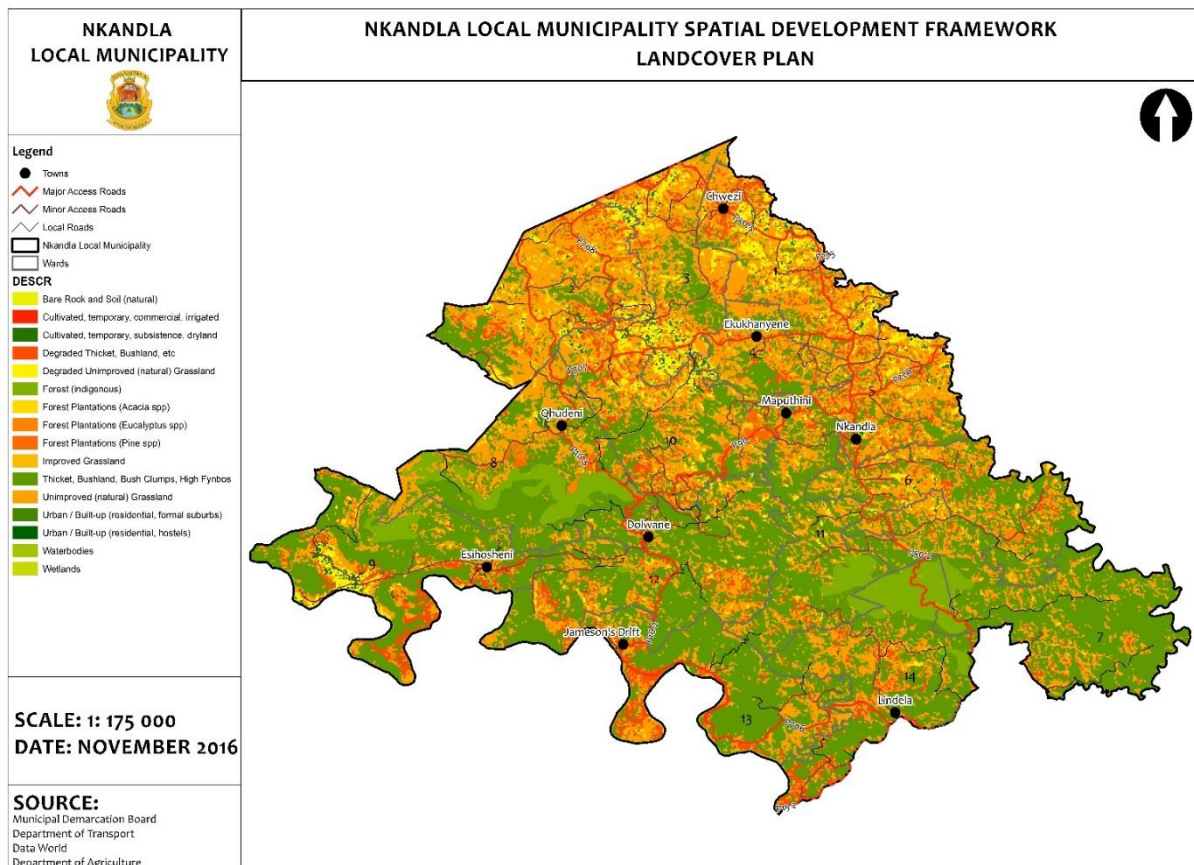
- Forest Plantations (Eucalyptus Spp)
- Forest Plantations (Pine Spp).
- Improved Grassland
- Thicket, Bushveld, Bush Clumps, High Fynbos
- Unimproved (Natural) Grassland
- Urban/ Built Up (Residential/ Formal Suburbs)
- Urban / Built Up (Residential/ Hostels)
- Waterbodies
- Wetlands

The higher lying evenly sloped areas to the north are covered by typical grasslands while, the very steep slopes are mostly covered by Dense Bush Lands, or forests. A number of plantations are situated in the central region of the municipality, along the east west ridges in the vicinity of Qudeni and Nkonisa, with a commercial sugar cane plantation situated at Ntingwe.

Degraded grasslands are found all over the municipality, and in close proximity to the Settlements, and the areas of subsistence farming, which would be the main reason for the degradation over grazing of the areas.

As seen in the plan below, many of the natural categories, occur towards the northern hemisphere of the municipality with the more urban/ built up categories occurring towards the central and southern regions of the municipality.

PLAN 6: LANDCOVER PLAN

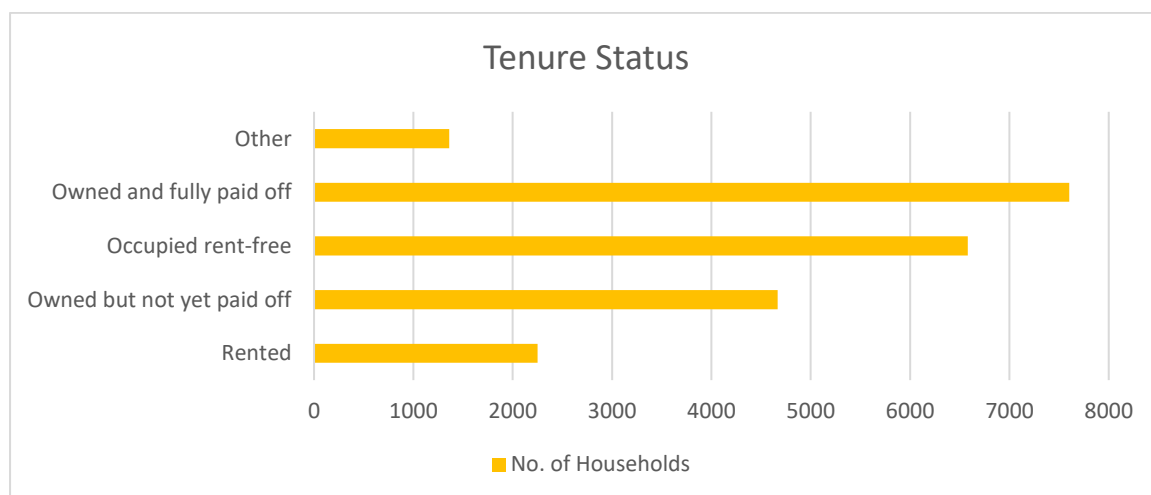


3.5. LAND OWNERSHIP

Nkandla municipality is highly influenced by rural settlements, this is evident by the high percentage of traditional areas which is 96.89%.

Land ownership in the municipal area was assessed from the current valuation role of the Council. Land ownership is fundamental to development. There is also a growing consensus that there is a direct link between land ownership, development, and more specifically communal ownership and under-developed Date of Adoption of evaluation role. Some of the land in the Municipality is incorrectly registered appropriately, this affects development and revenue collection (billing).

The land tenure status within the Nkandla Municipality is as follows (Stats SA Census 2011). From the information below, it can be concluded that approximately 33.84% of the population fully owns the property they are living on, while only 10.02% of the population rental houses from other land owners



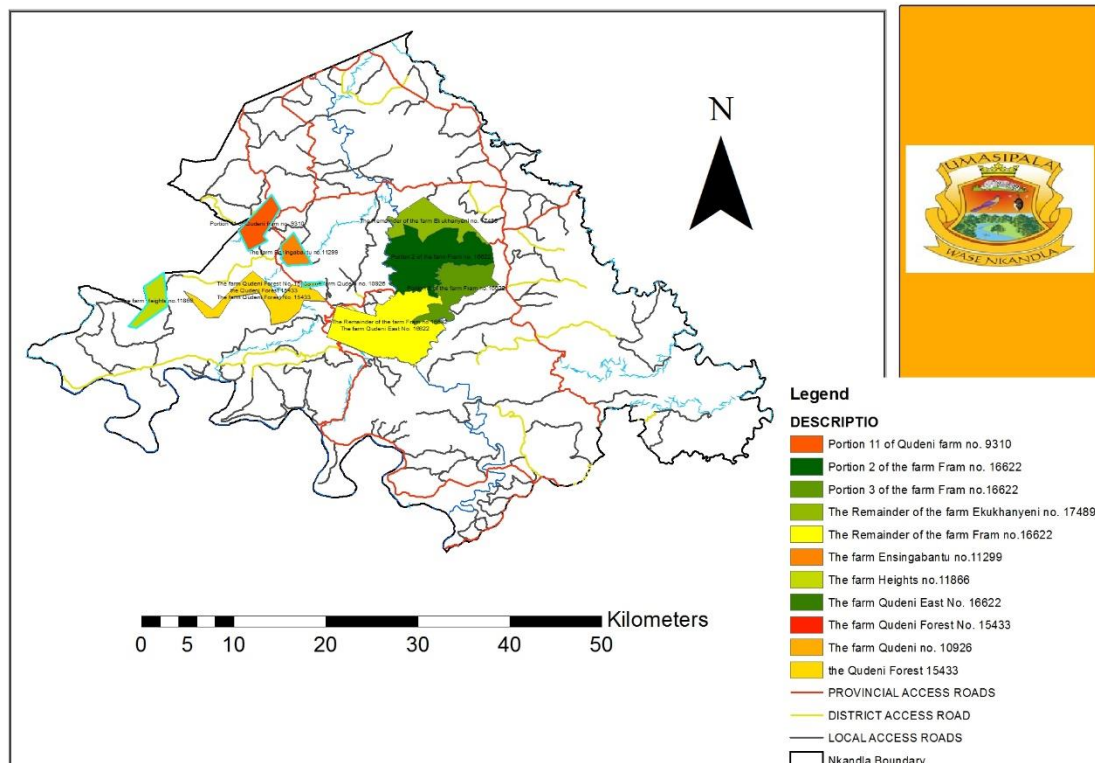
3.6. LAND REFORM

3.1.3. Land Reform

The implementation of the land reform program within Nkandla Municipality has had no progress. According to land claims, land was claimed in the Qhudeni Trust Farm Area in 1998. There is no further information regarding the outcome of the claim. Below is a map showing the areas that were filed for claim.

RESTITUTION CLAIMS MAP

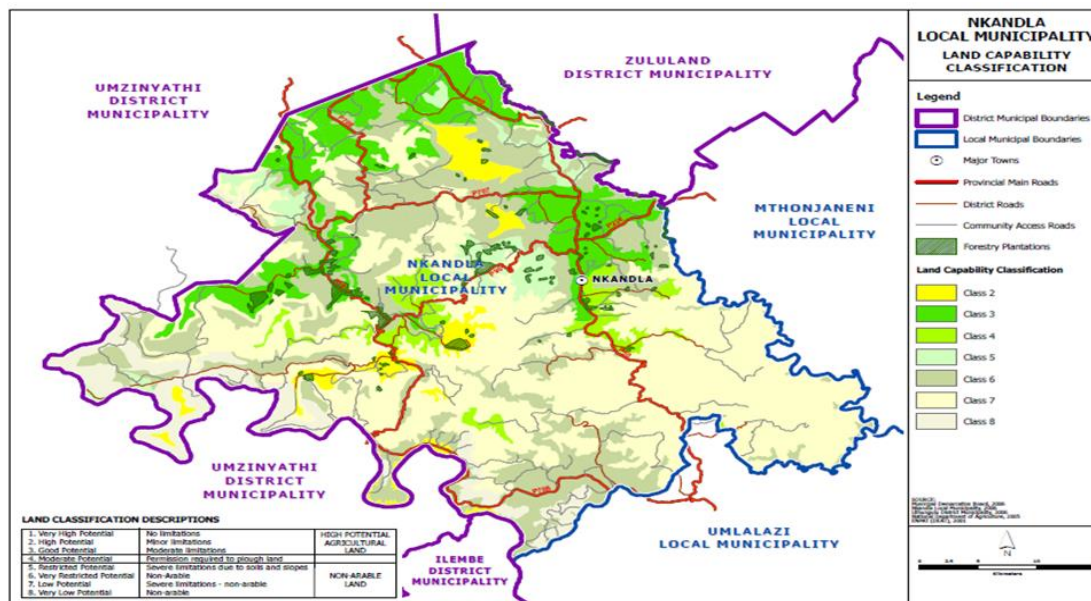
DATE:JUNE 2019



Map above :showing Land Reform

3.6. LAND CAPABILITY

Nkandla has a moderate to high potential for cropping, particularly in the north-east region. In low potential areas, certain alluvial plains along rivers could be developed under irrigation. However, many arable fields are left unutilized and 400 tons of maize is imported into the region every month.



Map above showing Land Capability

3.6. PRIVATE SECTOR DEVELOPMENTS

Nkandla Municipality has a few Private Sector Developments. Sasol Garage is already developed in the Nkandla CBD, expansion and renovation of Engen Garage. The Department of education had developed a TVET College which attracts people from the neighbouring municipalities. There are plans to develop the Dolwane Node area. The developers are still in the process of conducting feasibility plans.

The Nkandla municipality is in the process of developing a precinct plan within its urban node which will revitalize the Nkandla Town. The conceptual boundaries of the primary node have been defined for the Nkandla Town area and a town planning scheme has been developed that encompasses a variety of land zonings. The municipality has also been receiving the grant funding from COGTA for the development of a Single Land Use Scheme.

3.7. ENVIRONMENTAL ANALYSIS

The municipality has not conducted any environmental assessment and therefore does not have environmental tools for controlling development. Currently, the municipality is relying on the District to guide future developments.

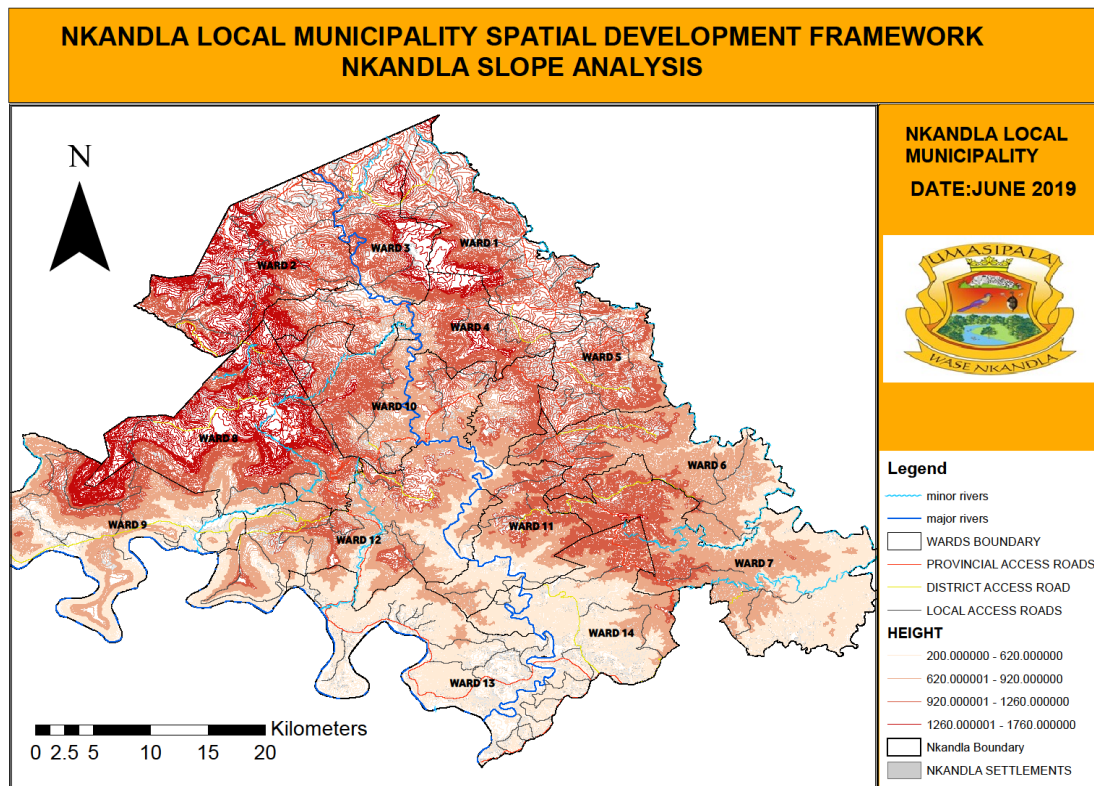
3.7.1. TOPOGRAPHY

The municipal area consists mostly of low mountains, hills and ridges. The terrain types show the impact of the underlying geology of the municipality. There are some features that may affect general development. This should be noted and considered when development takes place.

The slopes map clearly shows the various hills and ridges found throughout the municipality. These high slopes impact negatively on development and restricts much of the development in the municipality.

Map 6: Terrain Map

Map 7: Slope Map



3.7.2. GEOLOGY AND SOILS

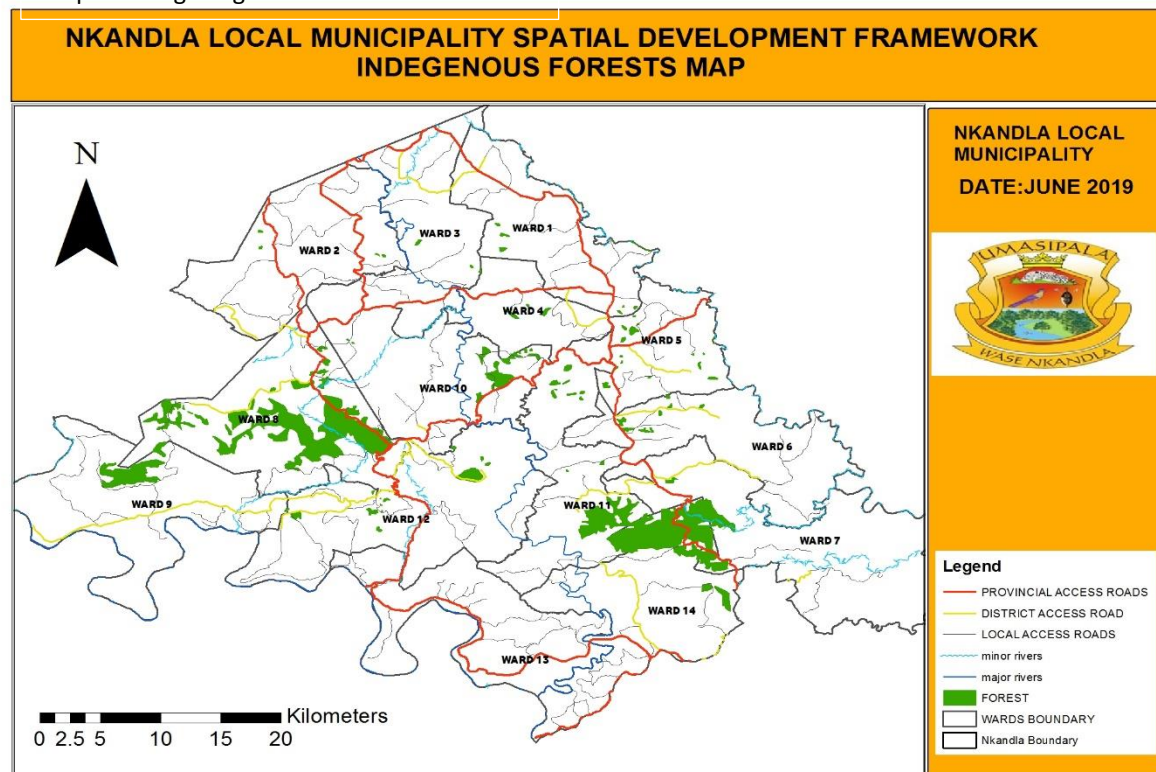
Nkandla Municipality possess a number of water sources ranging from Permanent Rivers (Uthukela, UMhlathuze and Nsuze river) and is a source of ground water, stream waters due to valleys and ridges as well numerous wetlands.

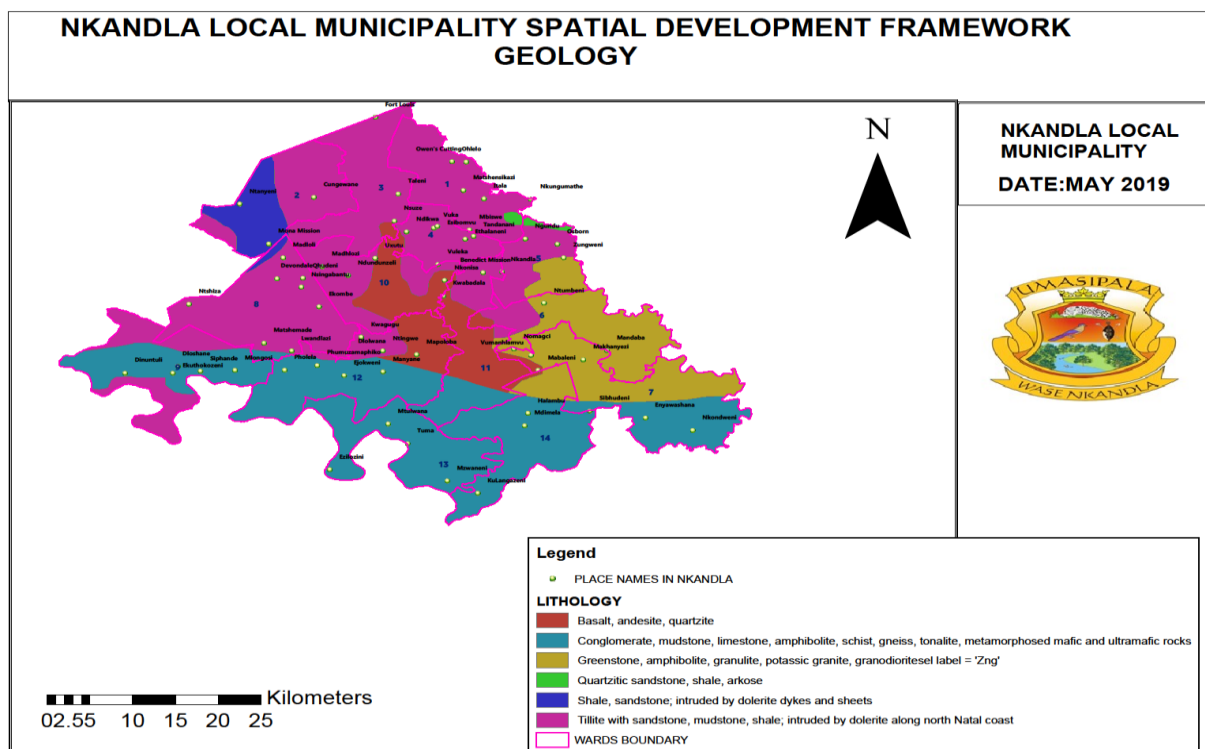
Geomorphology can be defined as the study of and pressures operating on the river system for factors influencing the drainage basin or river catchment areas. Changes in the independent variables of a discharge, sediment load supplied to reach, and valley slope give rise to adjustments in the dependent variables of sediment load and particle size, hydrological characteristics as well as morphologies of which all interact with each other.

The municipality has now engaged local municipality on environmental issues for example community participation in environmental management this is achieved through environmental management forums, environmental education programmes, incident management committee. Wards and school base campaigns are held order to enable community participation in decision relating to environmental management.

Ezemvelo KZN Wild life has also been included in decision making and management of indigenous forest which now are declared as Conservated areas(trough anticipation of National Environmental Management Act 107 of 1998: National Conservation Act 73 of 1989)

Map showing indigenous Forests





Map above showing Geology

3.7.3. RIVERS AND WETLANDS

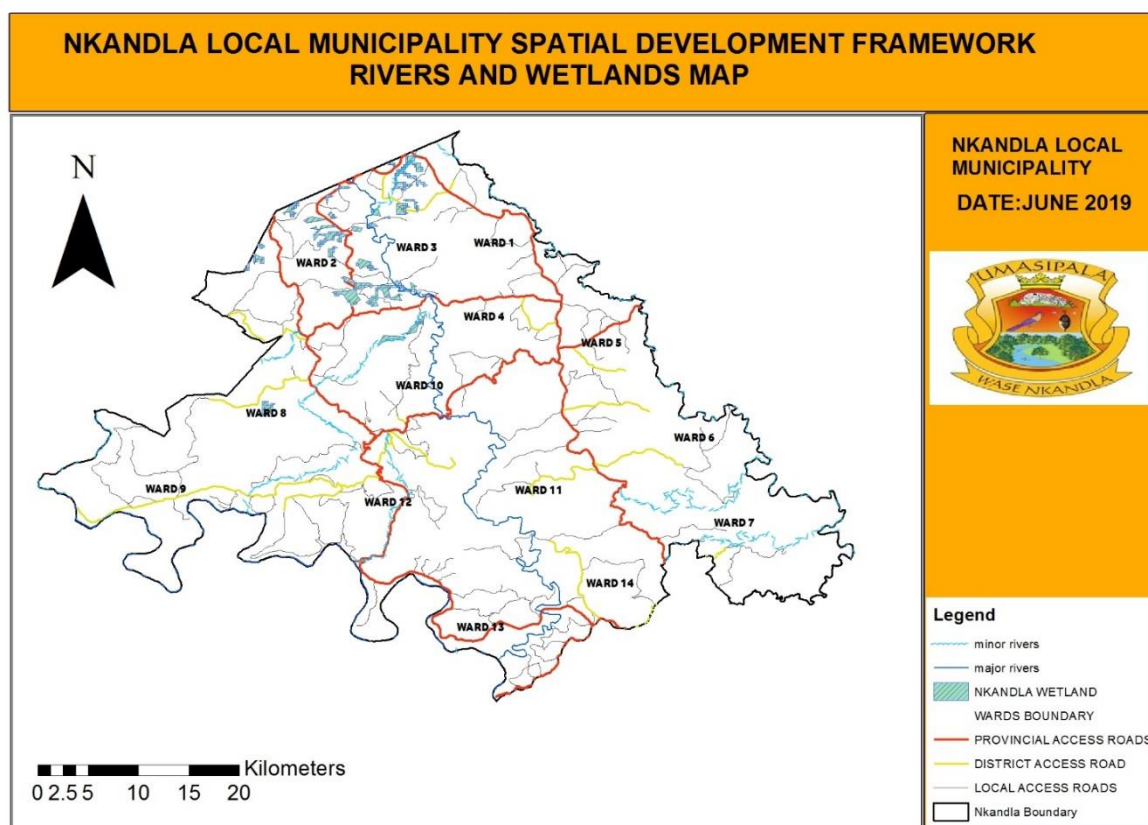
Nkandla Municipality has a number of different water sources including three large rivers (UThukela, UMhlathuze and Nsuzi), underground water, streams, springs, etc.

Geomorphology can be defined as the study of the processes and pressures operating on river systems. Changes in the independent variables of discharge, sediment load supplied to reach, and valley slope give rise to adjustments in the dependent variables of sediment load and particle size, hydraulic characteristics, and morphologies, all of which interact with each other.

The Municipality has mechanisms/ structures that capacitate and engage the local communities on environmental issues. They include environmental management forum, incident management committee, etc. Awareness campaigns are held in Nkandla in terms disaster and environmental management. District and Provincial policies are used for enforcement purposes in these areas. The municipality will be implementing a greening and environmental management project for the next two years, where a stream and indigenous trees in town will be protected. As part of this project SMMs will be developed and funded in the recycling business.

Some of the streams and plant are managed by Ezemvelo KZN Wildlife as they are in protected areas.

Map showing Rivers and wetlands



3.7.4. CLIMATE CHANGE

Nkandla Municipal area comprises of good quality air since there are no factories and light industries.

It is also crucial that future planning initiative programmes take into consideration the risks, impacts and limitations imposed by climate change such as increased temperatures; changes in precipitation levels; increased storm events; tidal surges and sea-level rise; and consider adaptation measures.

Effects of Climate change include drought which results in loss of cattle and huge impact in farming. The high floods damaged many roads which resulted in slowing services delivery as these had to be repaired using the limited budget of the municipality.

Nkandla Local Municipality is working on establishing a Climate Change strategy which will incorporate Climate Change issues and Disaster Management activities. Nkandla Planning incorporates climate change issues.

3.7.5. ENVIRONMENTAL ASSESSMENT

Nkandla does not have any strategic environmental documents providing specific direction to conservation. The LED Strategy does however address aspects of conservation in terms of environmental and cultural heritage.

Strategies for optimising the use of Conservation Resources:

- Encourage mixed land use in interaction with each other at a scale and intensity that will contribute to economic development. This includes development of tourism orientated businesses within, and in close proximity to environmental management and conservation area, with the required management controls.
- Promote participatory and accountable spatial planning and land use management within all areas of Nkandla Municipality. Target local population and assist in the promotion of LED initiatives targeting local environmental resources. Sustaining existing resources ensures future utilization and reaping of benefits the resource provides.

3.8. SPATIAL & ENVIRONMENTAL TRENDS AND ANALYSIS

Nkandla has fairly good weather with quite a lot of rainfall. The land is quite good for farming . People around the area seem to be developing more houses in the agricultural potential areas. These areas need to be protected so they can be used for farming to ensure food security.

3.9. SPATIAL & ENVIRONMENTAL: SWOT ANALYSIS

Table 12: Swot Analysis and Spatial Key Issues

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> - The Spatial Planning unit is fully functional with qualified Town Planner and Building Inspector. - There are gazetted SPLUMA By Laws which regulate development. - We are part of the South Joint Municipal Planning Tribunal - Support from COGTA (Spatial Planning Unit) is received on a regular basis. - Good relationship with all Amakhosi 	<ul style="list-style-type: none"> - Lack of a functional GIS to support spatial planning. - Lack of funds - Lack of enforcement for illegal structures in town.
OPPORTUNITY	THREAT
<ul style="list-style-type: none"> - Orderly sustainable development. - Increase investor confidence. - Increase Local Economic development. - Large vacant land. 	<ul style="list-style-type: none"> - Illegal structures in town. - Large portions of land under Ingonyama Trust 98 %. - Lack of community understanding of Planning Laws, e.g. Building Regs and SPLUMA. - Un serviced sites by the District Municipality

3.10. DISASTER MANAGEMENT

Nkandla Local Municipality Disaster Risk Management Unit is the custodian of the Municipal Disaster Risk Management Plan. Individual Services / Directorates, Departments and other role-players / entities will be

responsible for the compilation and maintenance of their own Service's / Entity's Disaster Risk Management plans. Along with the various specific Hazard DRM Plans, the Service / Entity Disaster Risk. Nkandla Local Municipality Disaster Risk Management Unit's approach to disaster and disaster risk management activities is primarily based on ethos of the Disaster Management Act No. 57 of 2002 and relevant policy frameworks. A typical disaster and Disaster Risk Management continuum as shown above, comprising of six elements i.e. Prevention, Mitigation and Preparedness in pre-disaster phase, and Response, Rehabilitation and Reconstruction in post-disaster phase, defines our complete approach to Disaster Management. The Nkandla Municipality is prone to different types of disasters, both natural and human made. It is therefore important to understand that natural disasters cannot be prevented, but that the least the Municipality can do is to develop strategies to mitigate the effectiveness of such natural disasters.

Nkandla Municipalities Disaster Management Plan is outdated, it will be reviewed in the 2019/2020 financial year as it has been budgeted for.

3.10.1 MUNICIPAL INSTITUTIONAL CAPACITY

Disaster Management is regarded as a key issue due to the fact that the municipality is prone to fires and thunderstorms. The Nkandla Municipality has a Disaster Management Plan which was prepared in terms of Section 42 of the Disaster Management Act 2002. The objective for the establishment of integrated institutional capacity within the Local Municipality is to enable the effective implementation of disaster risk management policy and legislation.

3.10.2. RISK ASSESSMENT

A disaster risk assessment, supported with good monitoring systems, is essential for effective disaster risk management and risk reduction planning.

Nkandla Local Municipality is prone to a number of natural and man-made hazards. The vulnerability varies, which mainly depends on socio-economic status as well as the exposure of a particular household or community to a specific hazard.

Below is a list of priority hazards that are affecting Nkandla Local Municipality, the spatiotemporal characteristics of these hazards are well known since they have been observed and recorded continuously.

Table 1: Priority hazards identified at Nkandla Local Municipality.

HAZARDS	LOCATION
Fire	In all Wards
Severe weather:	
⇒ Lightning	In all Wards
⇒ Strong winds	In all Wards

⇒ Hail	In all Wards
⇒ Heavy rain	In all Wards
⇒ Extreme temperatures	In all Wards
⇒ Storm surges	Along the Coast
Crime	In all Wards
Accidents (MVA)	Mostly on N2, R102 and P459
Drought	In all Wards
Drowning	Riverbanks and streams

3.10.3. RISK REDUCTION & PREVENTION

Nkandla Disaster Risk Management Unit must ensure that coherent and relevant disaster risk management planning is undertaken by all municipal entities and other institutional role players

Table 2: Risk Reduction Programmes and Budget

PROJECT/PROGRAMME	BUDGET	COMMENTS	FINANCIAL YEAR
1. Awareness Campaigns and fire drills	R0.00	Communities; Hospitals; Schools; Clinics and shops	2019/2020
2. Emergency Relief Aid	R250 000	In all Wards	2019/2020
3. Lightning Conductors	R300 000	Vulnerable Wards, Schools and Clinics	2019/2020
4. Capacity Building Disaster Advisory Forum And training	R0.00	CDW's, Councilors, CWP's, Ward Committees, CCG's, Traditional Leaders, NGO's, CBO's. Sector Departments and Stakeholders	2019/2020
5. Fire Services	R2 000 000	Buying and maintenance of fire vehicles	2019/2020
6. Disaster/fire Protective Clothing	R 340 000	Protective clothing for eight fire fighters and one disaster officer	2019/2020
7. Development of Disaster Management Plan	R 200000	Nkandla Disaster Management Plan Document	2019/2020

8. Disaster Equipment	R 500 000	Jaws of life; bush beaters; fire extinguishers	2019/2020
9. Corporate uniform	R 80 000	Uniform for fire fighter (8)	2019/2020

3.10.4. RESPONSE AND RECOVERY

3.10.5. TRAINING & AWARENESS

The Provincial Department of Cooperative Governance and Traditional Affairs and USA 911 assist with training and awareness campaigns to Nkandla Municipal Disaster Management team. Nkandla Municipality has planned awareness campaigns and fire drills for the community, schools and clinics.

3.10.6. FUNDING ARRANGEMENTS

3.10.7. DISASTER MANAGEMENT: SWOT ANALYSIS

Table 14: Disaster Management SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> - Development of the disaster management plan as tool for prevention; mitigation and recovery - Nkandla municipality as part of the District Disaster Management Advisory Forum (DDMAF) and Provincial Disaster Management Advisory Forum (PDMAF), these forums facilitate many information sharing and planning sessions between disaster management and event management role players. All major role players are represented in this forum to attend regular meetings and discuss all issues pertaining to 	<ul style="list-style-type: none"> - Review of the disaster management plan since this is a strategic plan which should be developed and continually updated in consultation with all role players - Nkandla municipality has recently taken the Fire and Response Unit from the District Shared Service, and this unit is not fully functioning. - After the review of the plan, the disaster management framework should be developed. This will outline the vision, mission and objectives of Nkandla local municipality (as a local sphere)

disaster. Inputs are provided by each stakeholder from all line function departments	
Opportunities	Threats
<ul style="list-style-type: none"> - Development of the disaster management plan as tool for prevention; mitigation and recovery - Nkandla municipality as part of the District Disaster Management Advisory Forum (DDMAF) and Provincial Disaster Management Advisory Forum (PDMAF), these forums facilitate many information sharing and planning sessions between disaster management and event management role players. All major role players are represented in this forum to attend regular meetings and discuss all issues pertaining to disaster. Inputs are provided by each stakeholder from all line function departments 	<ul style="list-style-type: none"> - Tropical cyclone - Drought - Fire - Motor Vehicle Accidents - Budget not adequate

3.10.8. KEY CHALLENGES

Table 15: Key Challenges

Key Challenge Fires Draughts	Key Challenge Fires Draughts
Description	<ul style="list-style-type: none"> ⇒ Monitoring processes are not fully integrated with routine reporting cycles of organs of state. ⇒ A mechanism to ensure rapid access to national funds for disaster response has not been fully addressed in terms of National DM Framework requirements

	<p>Representing an insufficient level of resources, equipment, or plans to fulfil the disaster management related responsibilities;</p> <p>⇒ Fire services has reinforced Command and Control of its responsibilities i.e. Firefighting & Rescue services, Fire Safety (all aspects), Hazmat and Specialist rescue</p> <p>⇒ Assist with disaster risk reduction and co-operation. It should be noted that the Farmers Association also have existing contingency plans, including plans pertaining to fire hazards.</p> <p>⇒ Training / Awareness Raising related to Drought resistant agriculture.</p>
--	---

3.2. DEMOGRAPHIC CHARACTERISTICS

The Statistics SA Census data for 2011 and 2016 has been used for the demographic and the economic information in this section.

Population issues play a pivotal role in the development of Nkandla, the Municipality and the community at large. Demographic process should be in the forefront when developing strategies for development purposes. Our demographics tell us the direction we need to go with our development, the magnitude and areas of priority.

3.2.1. DISASTER POPULATION SIZE

1.2.1.1. THE POPULATION AND GROWTH RATE

Table 16: Population and Households

Source: statistics South Africa (web)

According to Stats SA Census 2011, there are 22 463 households within the Nkandla Municipality which is made up of formal residential, traditional residential and collective living quarters. The table below highlights various household types:

TABLE 3: NUMBER OF HOUSEHOLDS BY TYPE

Type	Number of households
Formal Residential	3 222
Traditional Residential	110 313
Collective Living quarters	327

There are various dwelling types that make up the 22 463 households, these are reflected in the table below. The main type of dwelling is that of the “traditional dwelling/ hut/ structure of traditional materials” which accounts of 67.40% of the 24 216 households that exist within the Municipality.

The following table summarises key municipal statistics, and is explained briefly below:

Table 17: Municipal Summary of Key Statistics

	2016	2011
Population	114 284	114 416
Age Structure		
Population under 15	45.9%	40.3%
Population 15 to 64	48.6%	53.6%
Population over 65	5.5%	6.1%
Dependency Ratio		
Per 100 (15-64)	105.8	86.6
Sex Ratio		
Males per 100 females	82.5	79.4
Population Growth		
Per annum	-0.03%	n/a
Labour Market		
Unemployment rate (official)	n/a	43.9%
Youth unemployment rate (official) 15-34	n/a	53.5%
Education (aged 20 +)		
No schooling	24.7%	29.1%
Matric	23.9%	21.2%
Higher education	4.9%	4.8%
Household Dynamics		
Households	21 832	22 463
Average household size	5.2	4.9
Female headed households	63.0%	63.1%
Formal dwellings	17.0%	31.8%
Housing owned	87.3%	54.6%
Household Services		
Flush toilet connected to sewerage	5.5%	8.1%
Weekly refuse removal	4.0%	7.8%
Piped water inside dwelling	5.0%	16.7%

Electricity for lighting	76.9%	44.6%
--------------------------	-------	-------

3.2.1.2. SPATIAL DISTRIBUTION OF POPULATION

The Nkandla Municipality covers a total area of 2 680km². It is a category B Municipality situated within the King Cetshwayo District of KwaZulu-Natal.

3.2.1.3. POPULATION COMPOSITION

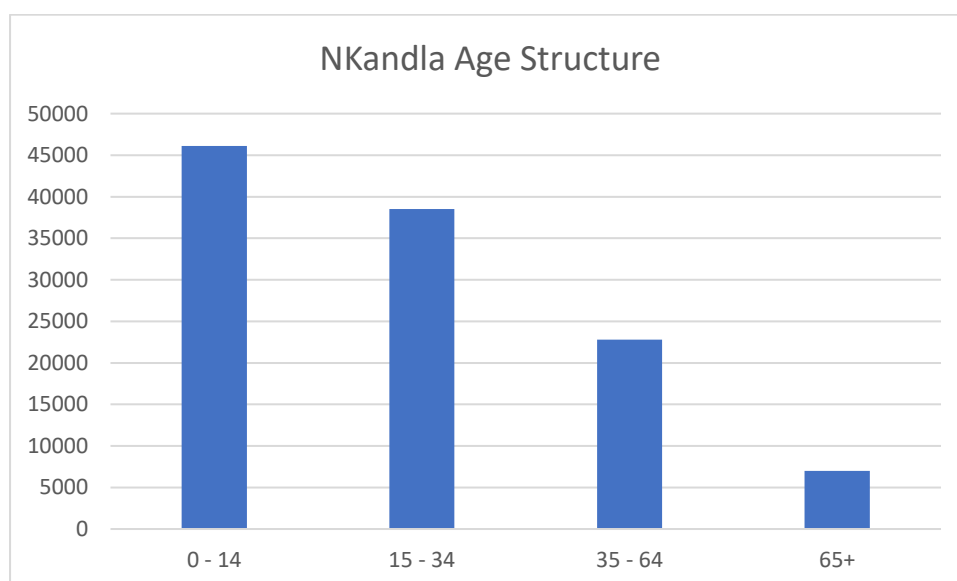
Map 12: Population Distribution

3.2.1.3.1. AGE STRUCTURE

Figure below shows the age distribution within the Nkandla Municipal area where the ages of 15 - 64 are the most dominant (64.9%) followed by the <15 years age groups at 32.9%. The latter group forms part of the active labour group. The huge numbers of this age group call for a need for creation of employment opportunities and provision of educational facilities to cater for their needs.

Table 18: Age Structure: as per 2016 community survey

Figure 8: 2016 Community Survey



As shown in graph above. About 40% of the population is children between the ages 0 – 14. This emphasises the need for more primary health care services and planning for education. Nkandla Municipality addresses this by ensuring that that a budget set aside to build creches and train the creche educators. About 32% of the population is youth under the age of 35. Nkandla has a relatively young population with 72% of the population being below the ages 35. There is a need for more tertiary institutions as there is only one. Employment is a huge crisis which needs to be planned for especially with such a huge young population.

Nkandla Municipality needs to many young people About 35% of the population is still school going pointing out a need to strength the existing FET collage and to attract more institutions of higher learning in the future? This relatively young population signifies high potential for population growth in the future which further

exacerbates the supply and demand scenario for more housing, education and health services in the foreseeable future. This means that the municipality, sector departments and NGOs must direct their development plan in favour of the youth. This brings us to the key issues of concern in the area such as the high unemployment rate, lack of skills, HIV&AIDS and substance abuse.

The segment of the population falling within the 35 – 64 age groups (which makes approximately 19% of the population) which would essentially be classified as the potentially economically active population of Nkandla Municipality. This segment is very small and seems to be very burdened as all other age groups are dependent on this group for basic necessities. This means that Nkandla has a very high dependency ratio. data also means that there must be improved in-take of social security grants especially the child support grants within the municipal area and economic growth to provide jobs for the economically active population. The Municipality has a relatively small percentage of elderly people, which brings to question whether people are not living to old-age, owing to untimely deaths or whether there is a generation of people that have left the area and are enjoying old age elsewhere.

3.2.2. KEY FINDINGS (INCLUDING TRENDS)

- ⇒ A population with a relatively high level of female headed households.
- ⇒ A population with relatively high level of HIV/Aids infection in the province.
- ⇒ The population of the NKANDLA is relatively illiterate – only (46%) of the Nkandla population have a secondary level of education.
- ⇒ The Nkandla population is relatively young, with 70% of the population being youth under the age of 35
- ⇒ The leading causes of death in Nkandla is HIV/AIDS
- ⇒ Dependency ratio is relative high 54.0 which is an increase from 2011 which was 49.9
- ⇒ Households have increased from 19 140 in 2011 to 24 397 in 2016
- ⇒ Female headed households have increased from 41.6% in 2011 to 43.7% in 2016

3.2.3. SWOT ANALYSIS: POPULATION DEMOGRAPHICS

Table 19: SWOT Analysis: Population Demographics

STRENGTHS:	WEAKNESSES:
<ul style="list-style-type: none"> ⇒ A relatively low number of child- headed Households; ⇒ High population between the ages 0 -35 	<ul style="list-style-type: none"> ⇒ High number of economically vulnerable ⇒ High level of female headed Households; ⇒ High levels of unemployment rate. ⇒ Lack of skills,
OPPORTUNITIES:	THREATS:
<ul style="list-style-type: none"> ⇒ Improving levels of literacy and tertiary training. ⇒ Direct their development plan in favour of the youth; ⇒ To attract more institutions of higher learning 	<ul style="list-style-type: none"> ⇒ HIV&AIDS ⇒ High Level of teenage pregnancies. ⇒ Increase in migration ⇒ Crime do to unemployment

4. KPA - MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS

4.1. MUNICIPAL TRANSFORMATION

Nkandla Local Municipality is constituted of 14 wards and the political administration of the municipality consists of 27 seats. These are made up of three political parties namely; The African National Congress, Inkatha Freedom Party and the National Freedom Party.

4.2. ORGANISATIONAL DEVELOPMENT

4.2.1. INSTITUTIONAL ARRANGEMENTS

Approval of key operational matters within the Municipality follows the following approval process, namely Management Committee (MANCO), Portfolio Committees, EXCO, and Council.

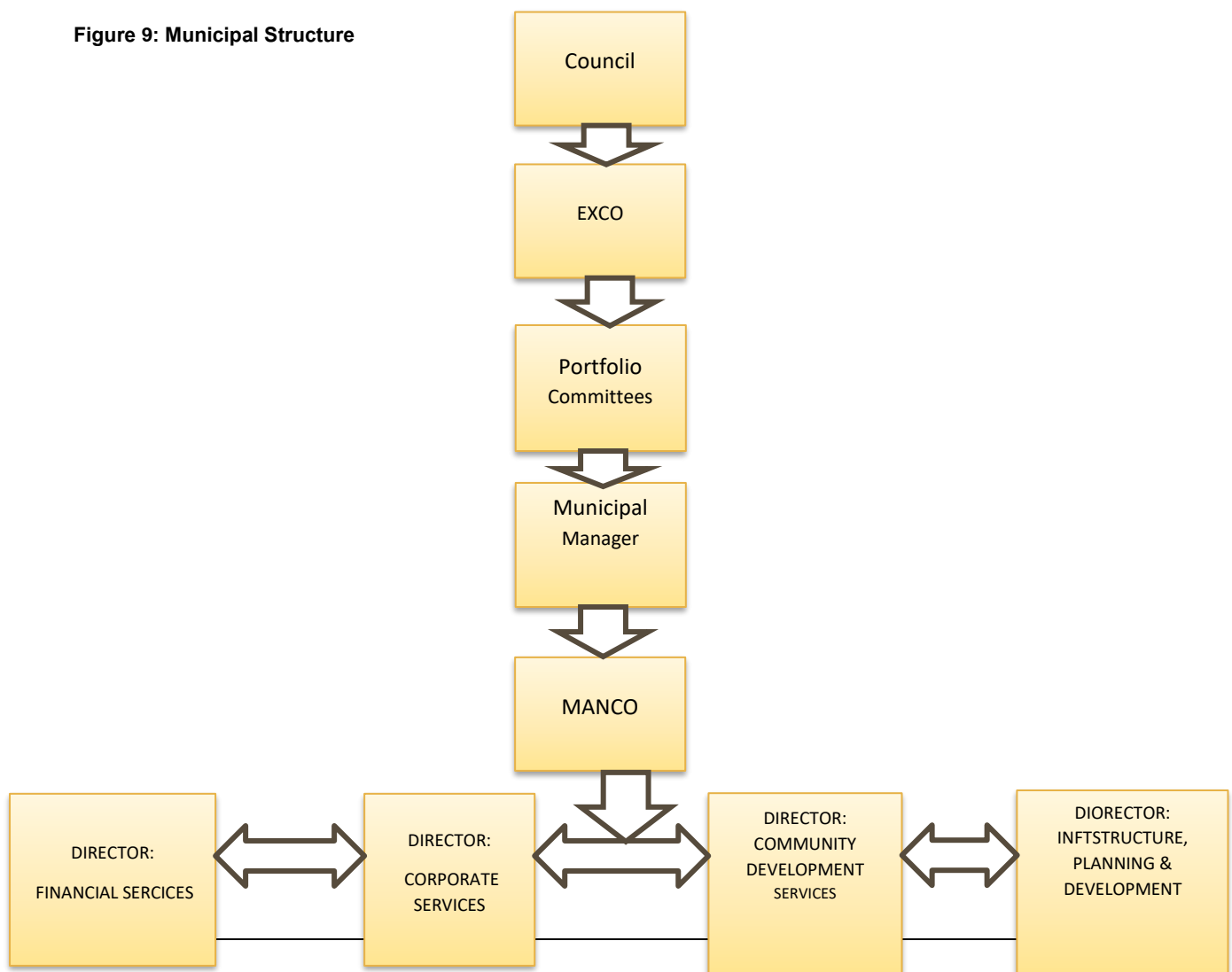
As per the adopted municipal delegation framework, the Municipal Manager will ensure that the delegation of functions or tasks to appropriate levels of staff is properly documented. The Nkandla Municipality has the right to do anything reasonably necessary for, or incidental to, the effective exercise of its powers. It has all the powers assigned to it in terms of the Constitution as well as other relevant legislation. The executive and legislative authority of the Municipality vests in the Council. The Council will take all the decisions of the Municipality except:

- ⇒ Decisions on those matters that it has delegated to a delegated office bearer and
- ⇒ Decisions on those matters that by law have been assigned to a political structure,
- ⇒ Administrative Structure, Political office-bearer or employee of the Council.

The Council will exercise executive and legislative authority within the Municipal area only. All the powers of the Municipality that have not been reserved for the Council, or that have not been delegated to a political structure, Administrative Structure, political office-bearer or employee of the Council, will be delegated to the Executive Committee.

The diagram below indicates the structure of the municipality and the different levels of authority.

Figure 9: Municipal Structure



4.2.2. POWERS AND FUNCTIONS

The powers and functions of the Nkandla Municipality are derived from the Constitution of the Republic of South Africa and a range of local government legislation, and could be summarised as follows:-

Table 20: Powers and Functions of the Nkandla Municipality

LEGISLATIVE MANDATE	DESCRIPTION
Constitution of SA: Chapter 7:	<p>Local Government, especially sections 151, 152 and 153. Also Schedule 4, Part B and Schedule 5 Part B.</p> <p>152. The objectives set out in the Constitution for local governments are to:</p> <ul style="list-style-type: none"> ⇒ Provide democratic and accountable government; ⇒ Ensure the provision of sustainable services to local communities; ⇒ Promote social and economic development; ⇒ Provide a safe and healthy environment; ⇒ Encourage involvement of community organisations in local governance. <p>Schedule 4B identifies the following functions for the Municipality:</p> <ul style="list-style-type: none"> ⇒ Air pollution ⇒ Building regulations ⇒ Child care facilities ⇒ Electricity reticulation ⇒ Firefighting services ⇒ Local tourism ⇒ Municipal airports ⇒ Municipal planning ⇒ Municipal public transport ⇒ Municipal public works (internal) ⇒ Storm water management ⇒ Trading regulations ⇒ Water and sanitation services <p>Schedule 5B identifies the following functions for the Municipality:</p> <ul style="list-style-type: none"> ⇒ Billboards and display advertisements ⇒ Cemeteries, funeral parlours, crematoria ⇒ Cleansing ⇒ Control of public nuisances ⇒ Licensing of dogs ⇒ Licensing & control of food undertakings ⇒ Local amenities ⇒ Local sports facilities

	<ul style="list-style-type: none"> ⇒ Markets ⇒ Municipal parks and recreation ⇒ Municipal roads ⇒ Noise pollution ⇒ Public places ⇒ Refuse removal; solid waste disposal ⇒ Street trading ⇒ Street lighting ⇒ Traffic and parking ⇒ Municipal Pound
Municipal Structures Act:	The Nkandla Municipality is a Category B Municipality in terms of Section 7, with a collective executive system and a ward participatory system Section 9(b).
The White Paper on Developmental Local Government:	<p>The White Paper on Developmental Local Government lists three key outcomes:</p> <ul style="list-style-type: none"> ⇒ Provision of basic household infrastructure and services; ⇒ Creation of liveable, integrated cities, towns, and rural areas; ⇒ • Promotion of local economic development.

4.2.3. ORGANISATIONAL STRUCTURE / ORGANOGRAM

The Nkandla Municipality organizational structure provides for five departments to be managed by the Municipal Manager. The organizational structure was amended to meet the current circumstances. The five municipal departments are as follows:

- ⇒ Office of the Municipal Manager
- ⇒ Technical Services Department
- ⇒ Community Development Services
- ⇒ Finance Management
- ⇒ Corporate Services

These departments are headed by Directors who are appointed in terms of Section 56 of the Local Government Municipal Systems Act.

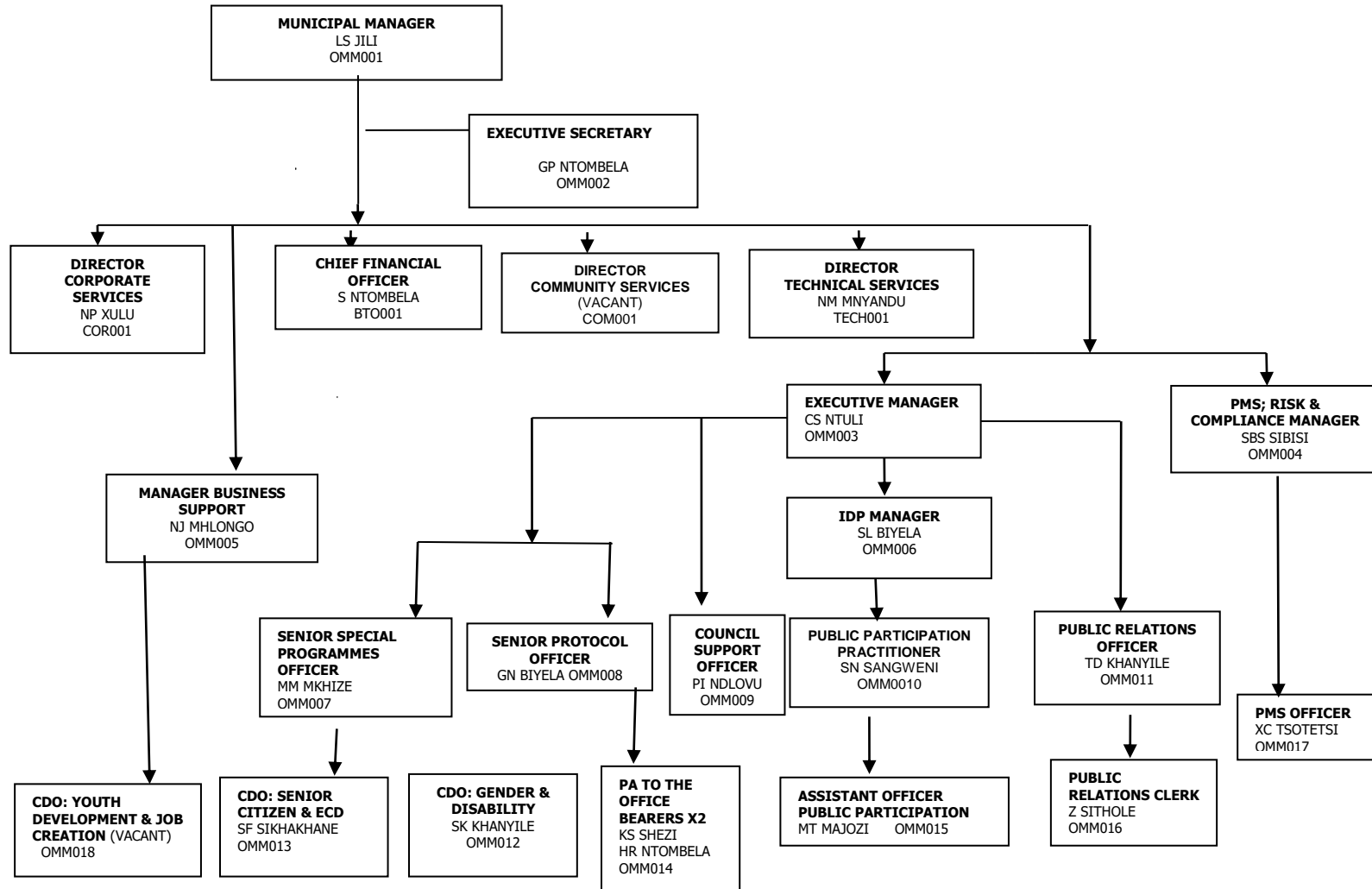
Within these departments there are business units established in line functions articulated in the IDP. Each Department is further divided into divisions headed by level Assistant Directors

4.2.4 ORGANISATIONAL STRUCTURE / ORGANOGRAM

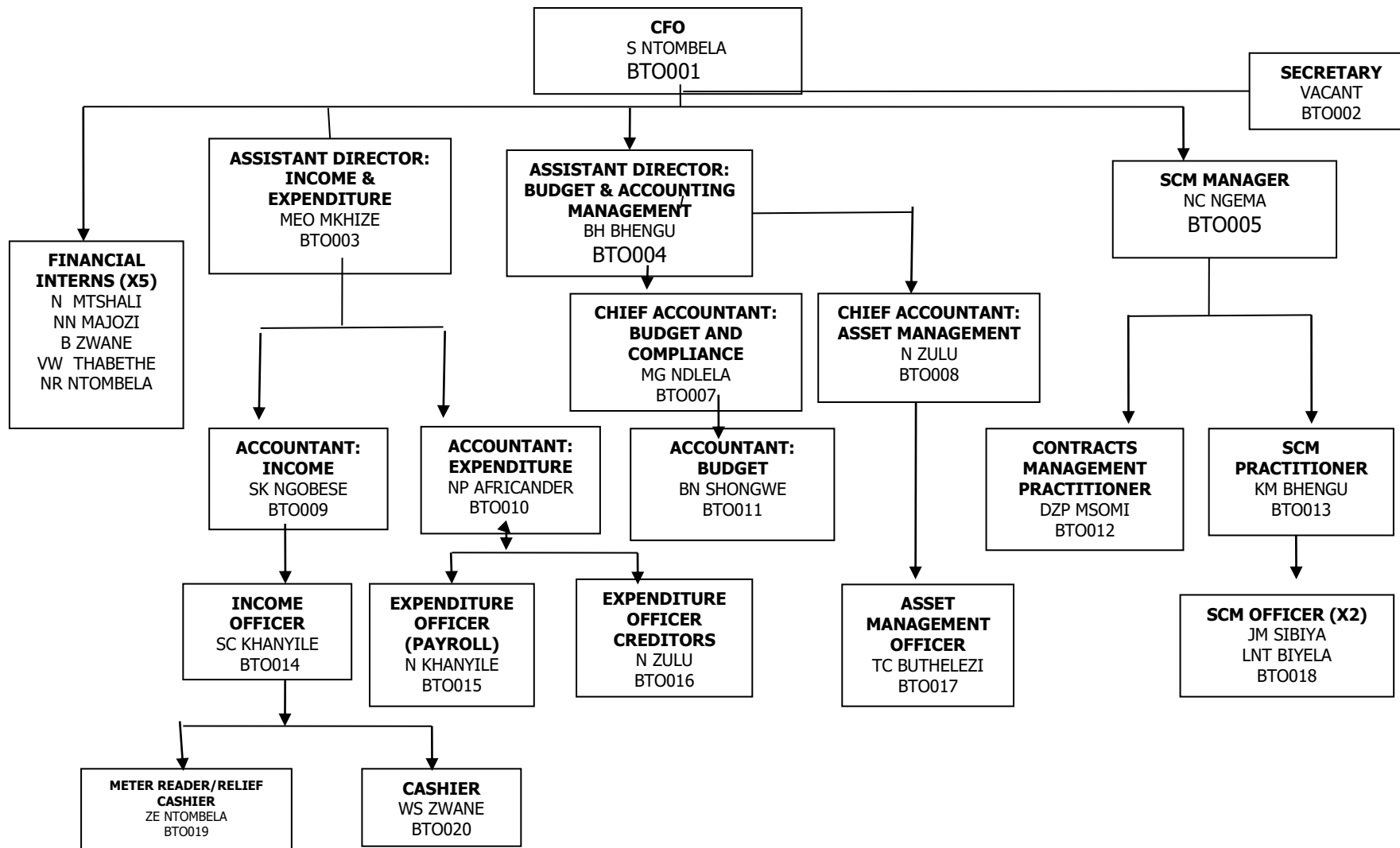
The municipality has an adopted on 28 May 2019.

The copy of the adopted 2019/20 organogram follows:

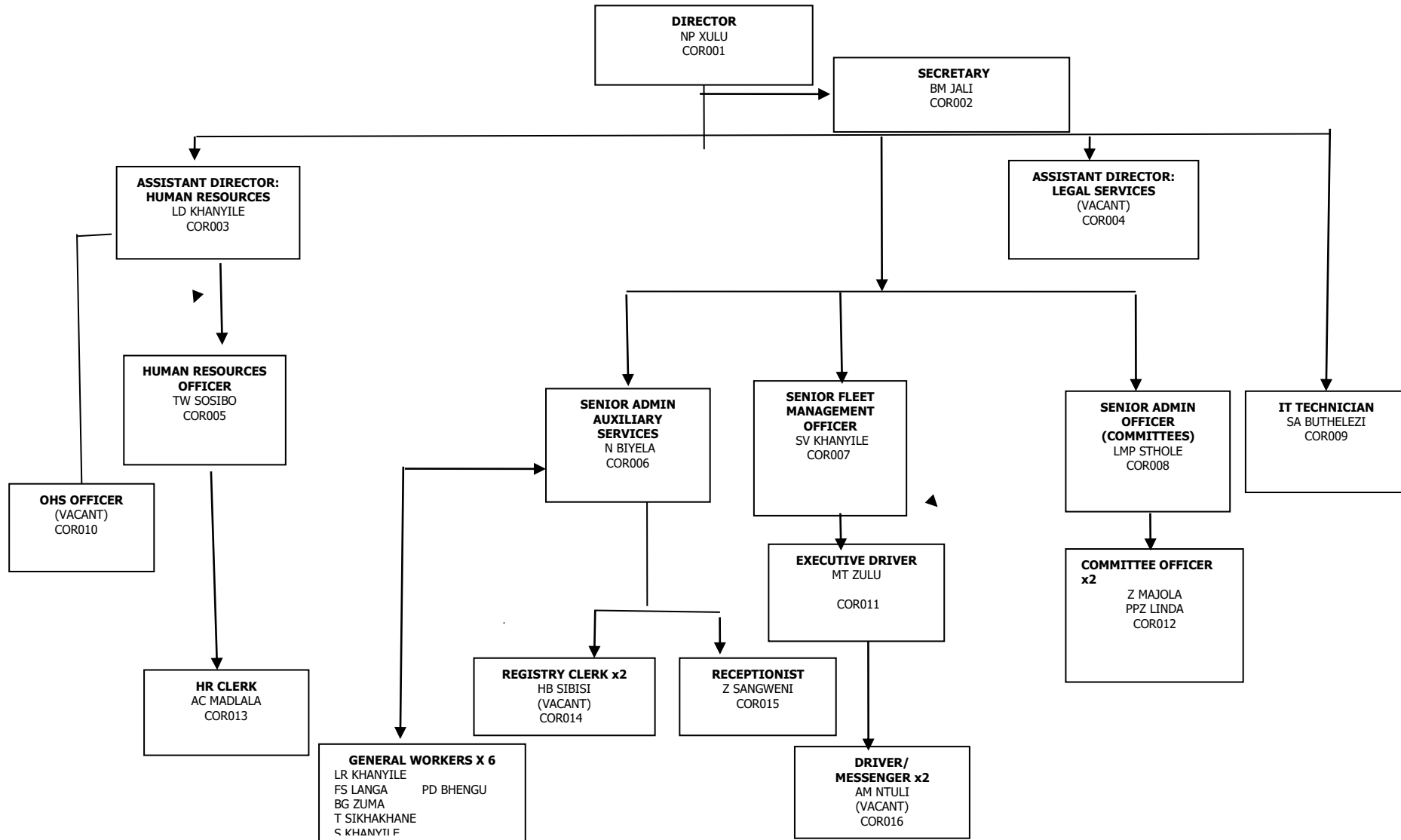
OFFICE OF THE MUNICIPAL MANAGER



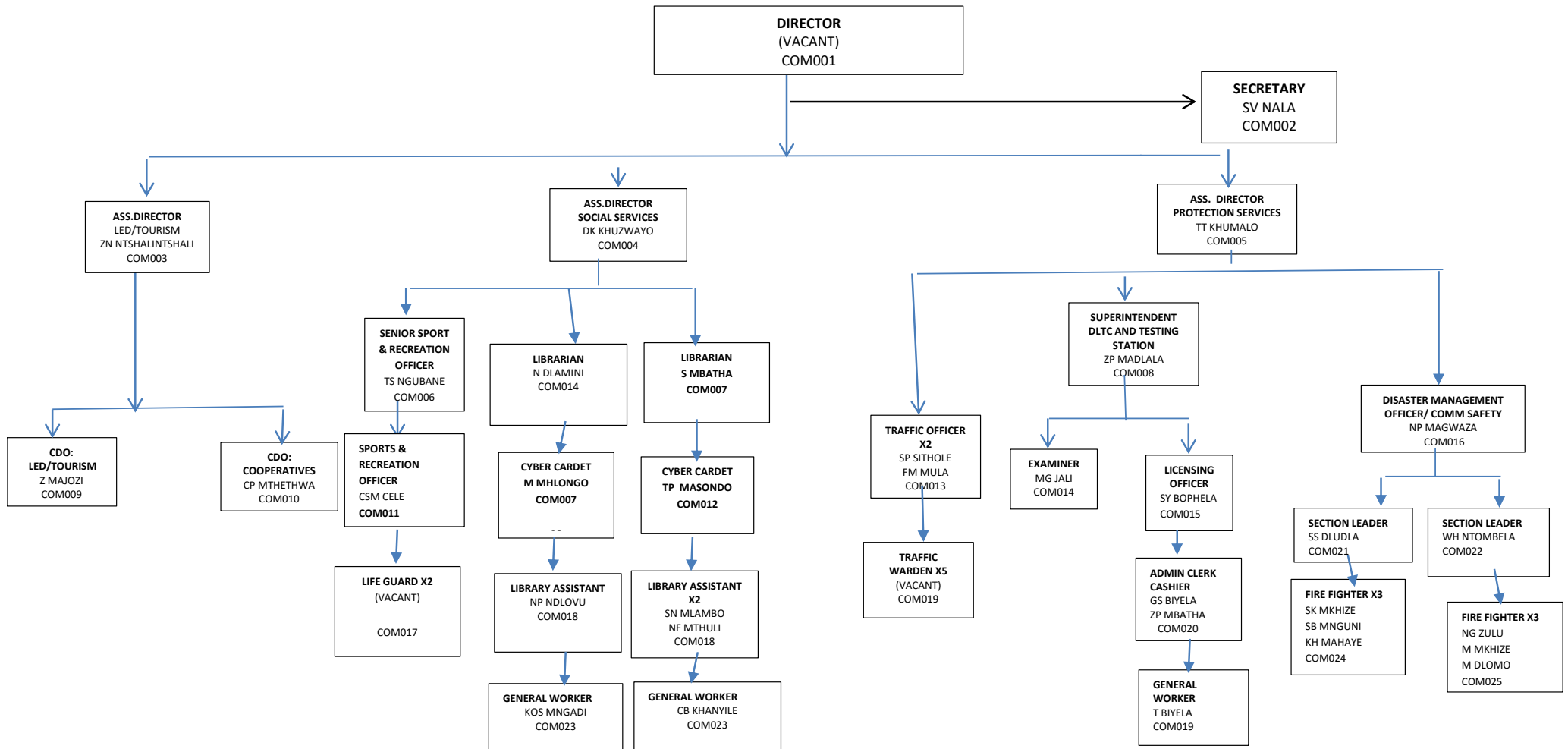
BUDGET AND TREASURY



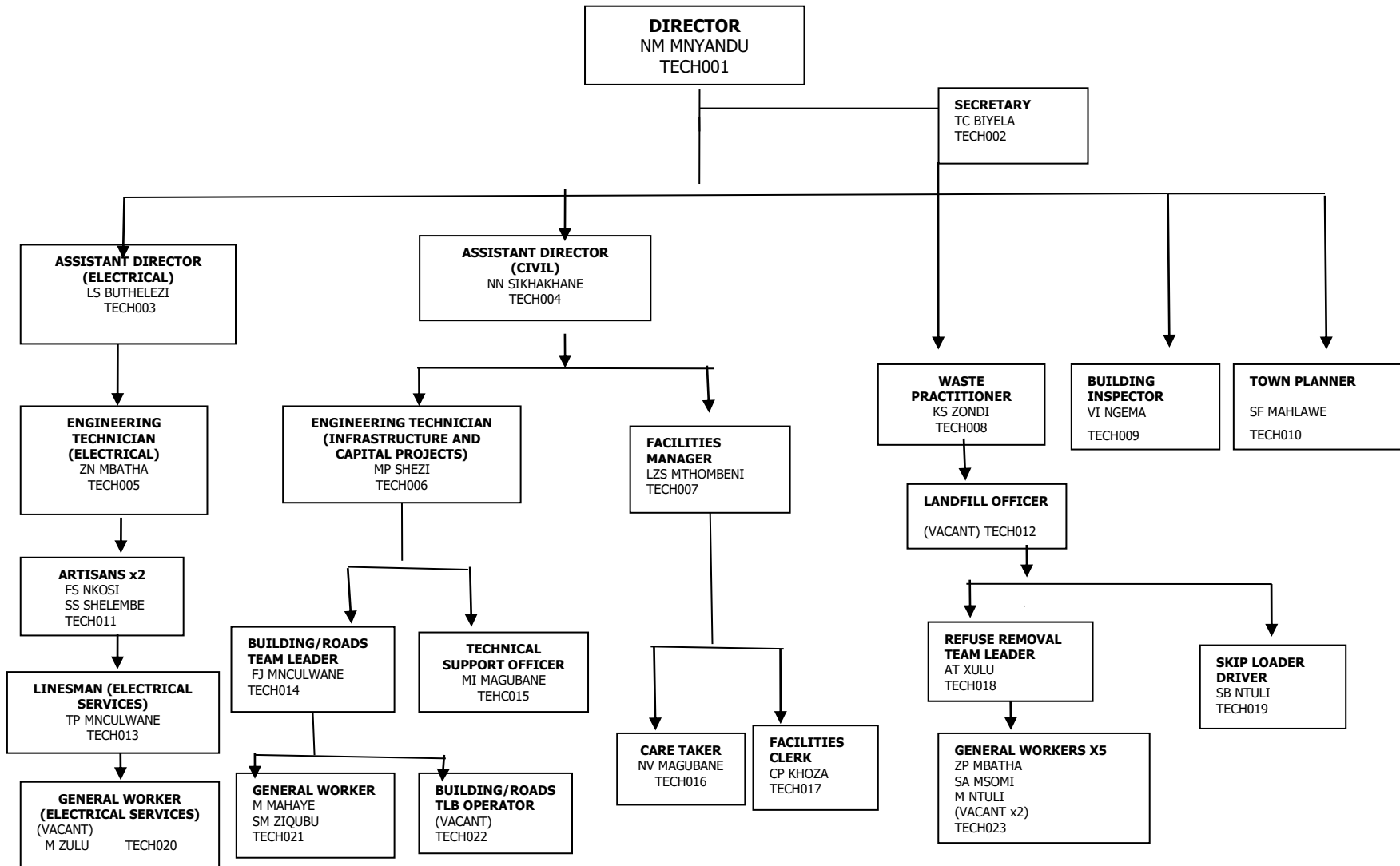
CORPORATE SERVICES



COMMUNITY SERVICES



TECHNICAL SERVICES



4.2.4. MUNICIPAL DEPARTMENTS AND THEIR FUNCTIONS

The table following elaborates the functions of the municipal departments:

Table 21: Municipal Departments and Their Functions

DEPARTMENT	FUNCTIONS
Office of the Municipal Manager	Municipal Management Municipal Planning and Performance Management Municipal Finance Management. Strategic Planning Risk Management Internal audit Risk Management. Inter-governmental Relations Communications Organizational performance Public Participation Coordinate development of IDP Facilitate Local Economic Development Special programs services Youth, Sports, Recreation, Arts & Culture and child care facilities,
Corporate Services	municipal administration security and cleaning services human resource management legal services information technology communication council support services. Labor Relations
Budget and Treasury Office.	Revenue Management debt management and internal controls. expenditure management insurance internal controls and properties management. budgeting and reporting. Supply Chain Management
Technical Services	PM Unit Municipal Infrastructure maintenance

	Storm water management
	Electrical Services
	Conduct town & spatial development planning
	Coordinate municipal By-Laws
	Coordinate housing development Building regulations & enforcement
	Waste Management
Community Services	local tourism, and promotion of local economic development
	libraries
	Protection Services
	firefighting services
	noise pollution
	traffic and parking
	disaster management
	public safety; motor licensing;

4.2.5 MUNICIPAL INSTITUTIONAL CAPACITY AND STATUS OF CRITICAL POSTS

The administration of the Municipality is headed by the Municipal Manager. According to the MFMA 60(b): The Municipal Manager is the accounting officer of the municipality for the purpose of this Act and provides guidance on compliance to political structures, political office bearers and officials of the municipality. The Municipality's organizational structure provides four (4) Directorates that are managed by the Municipal Manager. All critical directorates' posts have been filled and the municipality have submitted the recruitment report process to the MEC for approval.

The table below indicates the positions and status of the critical senior management personnel.

POSITION	STATUS		
	Filled	Vacant	Gender
MUNICIPAL MANAGER	X		Male
CHIEF FINANCIAL OFFICER	X		Male
DIRECTOR COMMUNITY SERVICES	X		Female
DIRECTOR TECHNICAL SERVICES	X		Male
DIRECTOR CORPORATE SERVICES	X		Female

TYPE OF RECRUITMENT	
No of Employees	131
No of Permanent Employees	112
No of Contracted Employees	19
No of Male Employees	65
No of Female Employees	60

4.2.6 HUMAN RESOURCE DEVELOPMENT

Code of Conduct

Councillors and staff members are required to sign a Code of Conduct and Declaration of Financial Interest form on an annual basis, which must be certified by the Commissioner of Oaths. These records are kept for internal and external audit purposes.

Human Resources Strategy

As an over-arching framework aligned to its strategic plan and organizational structure the municipality has an adopted Human Resources Strategy.

Employment Equity Plan

The Employment Equity Plan is in place, and a forum has been established to review the plan annually, to monitor its implementation and consider employment equity matters. A current challenge facing the municipality is the non-representation of certain race groups within the staff, and its inability to attract these race groups during recruitment processes.

WORKFORCE CAPACITY DEVELOPMENT

Section 68 (1) of the Municipal Service Act (2000) required municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient, and accountable way.

The Municipality, through the Human Resources Development Division under the Corporate Services Department, is the custodian or champion for skills development on behalf of the Municipality. Various training interventions are conducted through different levels in the organisation. There are training programmes that are intended to equip the employees in order to improve the quality and standard of service delivery.

The Workplace Skills Plan is developed along the LGSETA guideline. Whilst the Human Resources Development Division is tasked to improve the competency of our employees, the Division is also responsible for working in partnership with various departments, training providers, and communities to improve the level of skills, knowledge, and behaviour of our employees and citizens, enabling them to be active participants in the economic development and growth of the town.

WORKPLACE SKILLS PLAN (WSP)

As part of Human Resources Development Plan, the Municipality has developed its five year and annual Work Skills Plan aligned to the strategic plans/IDP of the Municipality and addresses scarce skills training/capacity enhancement and responds to capacity challenges faced by the Municipality. The municipality ensures that employees fill out skill audit forms to ensure skills development. The Municipality budgets annually for skills development programmes. There have been a few challenges with LGSETA funded programmes as they have not commenced for some time. The

PROCESS FOR PREPARING THE WSP

The plan to address skills needs is developed from information gathered and input received from departments and committees (Training and EE Committees), taking into account the LGSETA requirements. The Skills Development Facilitator:

- ⇒ Studies and adheres to the LGSETA requirements and guidelines on the format and content of the WSP and the process for approval and submission;
- ⇒ Develops draft criteria for the approval of the WSP, in consultation with municipal management (e.g. alignment with EE, consultation, and approval processes);
- ⇒ Collates the input (prioritised training needs as identified by the audit conducted in the different departments into the Municipality's WSP and completes the documentation for the WSP as required by the LGSETA;
- ⇒ Submits the draft WSP to management and stakeholders for comment and recommendations, draft WSP on the basis of the comments and recommendations received;
- ⇒ Prepares the final WSP and submits to Council for approval, and to all stakeholders for their signatures; and
- ⇒ Submits the completed WSP to the provincial LGSETA by 30 June.

HUMAN RESOURCES POLICIES

During the 20 financial year human resource policies were given focused attention; an audit of policies was done and gaps identified were addressed. In addition, the Discipline and Grievance Policies were work shopped with each department within the Municipality as part of awareness of the policies and their procedures.

4.2.7 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

Table 25: SWOT Analysis: Municipal Transformation & Organizational Development

Strengths	Weaknesses
<ul style="list-style-type: none">▪ Workplace training▪ Presents of related policies▪ All critical posts filled	<ul style="list-style-type: none">▪ Do not have a specialized environment personnel▪ Do not have ICT policy framework▪ Lack of enforcement of municipal by Laws▪ Lack of skills transfer by consultants and capacitated employees
Opportunities	Threats
<ul style="list-style-type: none">▪ Provincial Support on relevant grants▪ Employment of youth results in a sustainable human resource	<ul style="list-style-type: none">▪ The rural nature of the municipality may result in the Municipality losing of well skilled and capable employees

	<ul style="list-style-type: none">▪ Should the grants be terminated the municipality may suffer on the grants supported systems
--	---

5. KPA: BASIC SERVICE DELIVERY

As part of the introduction to this section it is proper to present the functions that are performed by Nkandla LM. This is aimed at giving a clear status of what is done by the municipality together with other spheres of the government.

Type of Service	Responsible Authority
1. Water Service Authority	King Cetshwayo District Municipality
2. Sanitation	King Cetshwayo District Municipality
3. Waste Management	Nkandla Local Municipality
4. National, Provincial and District Roads	Dept. of Transport
5. CBD Roads and Access Roads	Nkandla Local Municipality
6. Health Care Services	Dept. of Health
7. Electricity Maintenance in town	Nkandla Local Municipality
8. Electricity Connections	Eskom/ Nkandla LM

The section contains service delivery items that are yet to be rendered by the municipality in various wards. These items may take more than 3 years to be implemented (MTEF) however the municipality is expected to be seen taking initiatives in address these backlogs. Long term plan must talk to backlogs strategies and clear implementation plan. In order for the municipality to measure progress these items should be incorporated to SDBIP's. These items were collated during IDP road shows and public participation sessions made during the review process of the IDP 2019/2020.

5.1. WATER & SANITATION

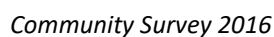
This section of the document gives an overview on the provision of infrastructure in the municipal area. Basic infrastructure within the Nkandla Municipality and in respect of the IDP, core and non-core functions are as follows: Potable Water, Waste Water, Sanitation, Energy, Roads, and Housing, other infrastructure and services include Solid Waste and Cemeteries.

5.1.1. WATER SERVICES

In terms of The Water Services Act, the King Cetshwayo District Municipality is the Water Services Authority in respect of all local municipalities within its jurisdiction.

5.1.2. WATER BACKLOGS

Table 26: Main source of drinking water



UTHUNGULU DISTRICT MUNICIPALITY
Sanitation Backlogs 2015/16

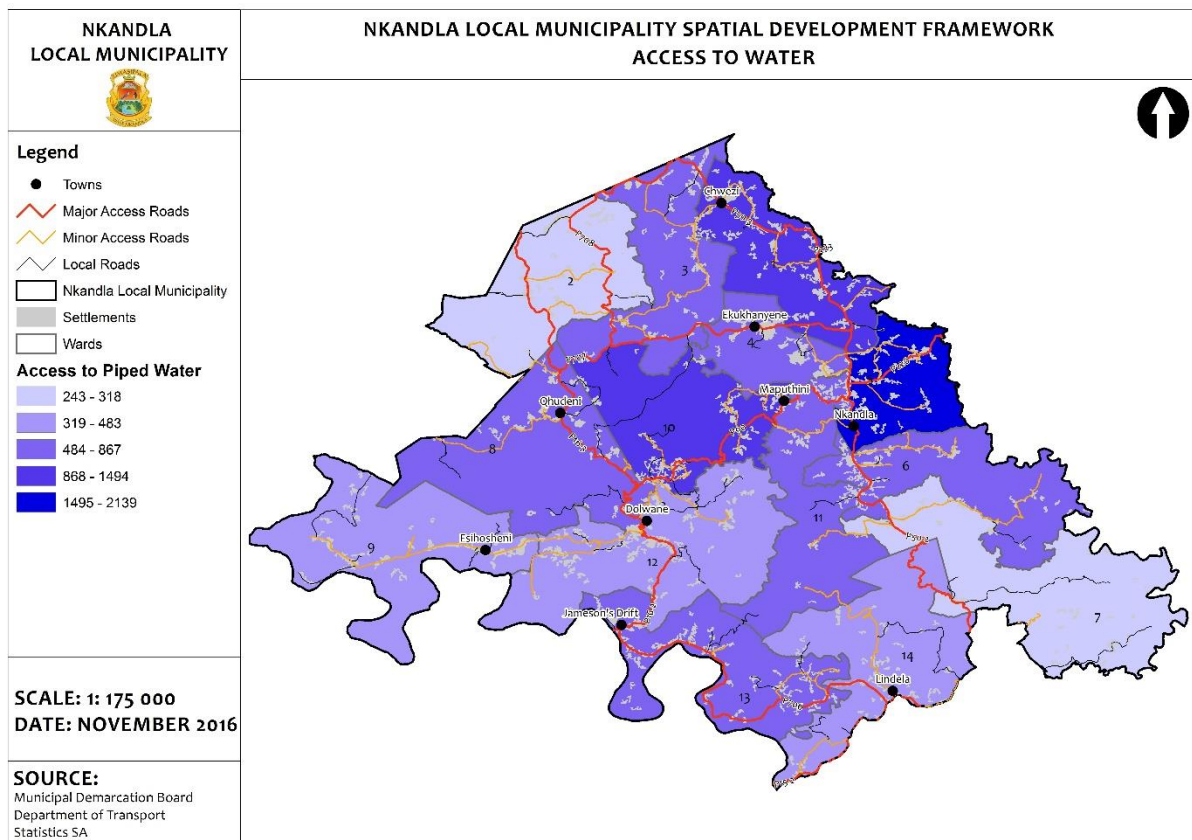
Legend:

- Boundary
- Urban Area
- Watercourse
- Sanitation Backlog
- Sanitation Backlog
- Sanitation Backlog

NAME

UTHUNGULU

Map : Access to Water

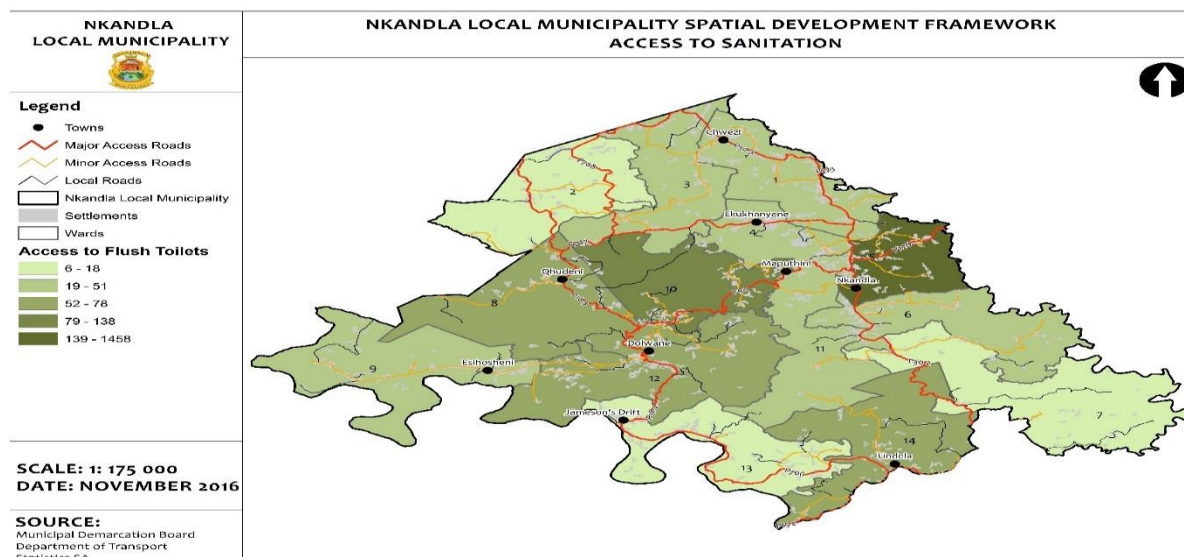


5.1.3. DISTRICT WATER PROJECTS 2019/2020

PROJECT NAME	PROJECT NAME	FUNDING SOURCE	BUDGET 2019/2020
Bulk Water Supply	Middledrift SSA5	RBIG	-
Reticulation Water Supply	Middledrift Phase 2	MIG	34 670 273
Reticulation Water Supply	Nkandla Weir	WSIG	5 000 000
Reticulation Water Supply	Middledrift SSA3	MIG	-
Reticulation Water Supply	Middledrift SSA3	RBIG	-
Reticulation Water Supply	Middledrift SSA2	RBIG	-
Reticulation Water Supply	Vutshini Phase 1	MIG	2 000 000
Reticulation Water Supply	Nkandla Vutshini S/A SSA5	MIG	28 100 000
Reticulation Water Supply	Middledrift SSA 5	MIG	39 073 824
Nkandla Water & Waste Schemes Upgrade	Slow Sand Filters Installation Nkandla	Internal	1 000 000
Total	Total		109 844 097

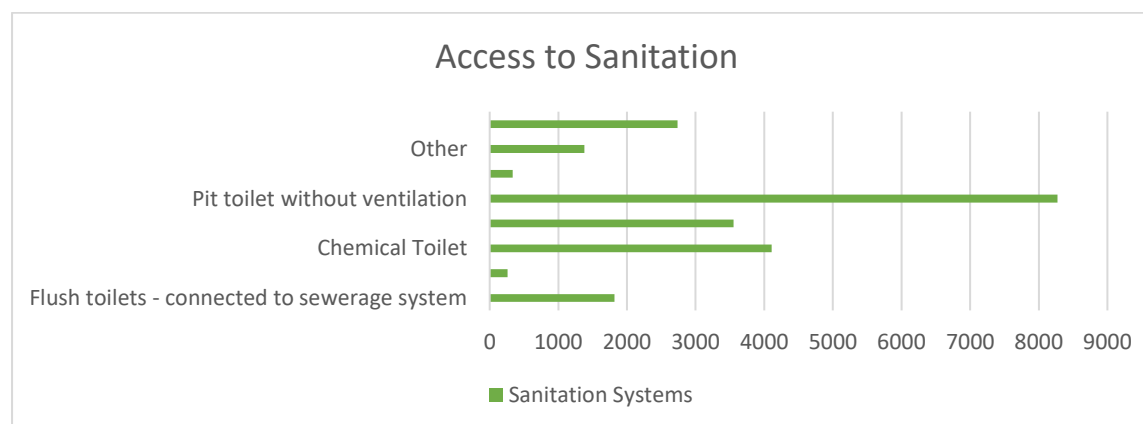
5.1.4. SANITATION

The latest available data indicates that most households have access to pit latrines in the rural communities. Houses in town have flush or chemical toilets. King Cetshwayo District Municipality provides with the sanitation services.



Map Above: Access to Sanitation

Table below: Access to sanitation



5.1.4. COORDINATION OF WATER AND SANITATION

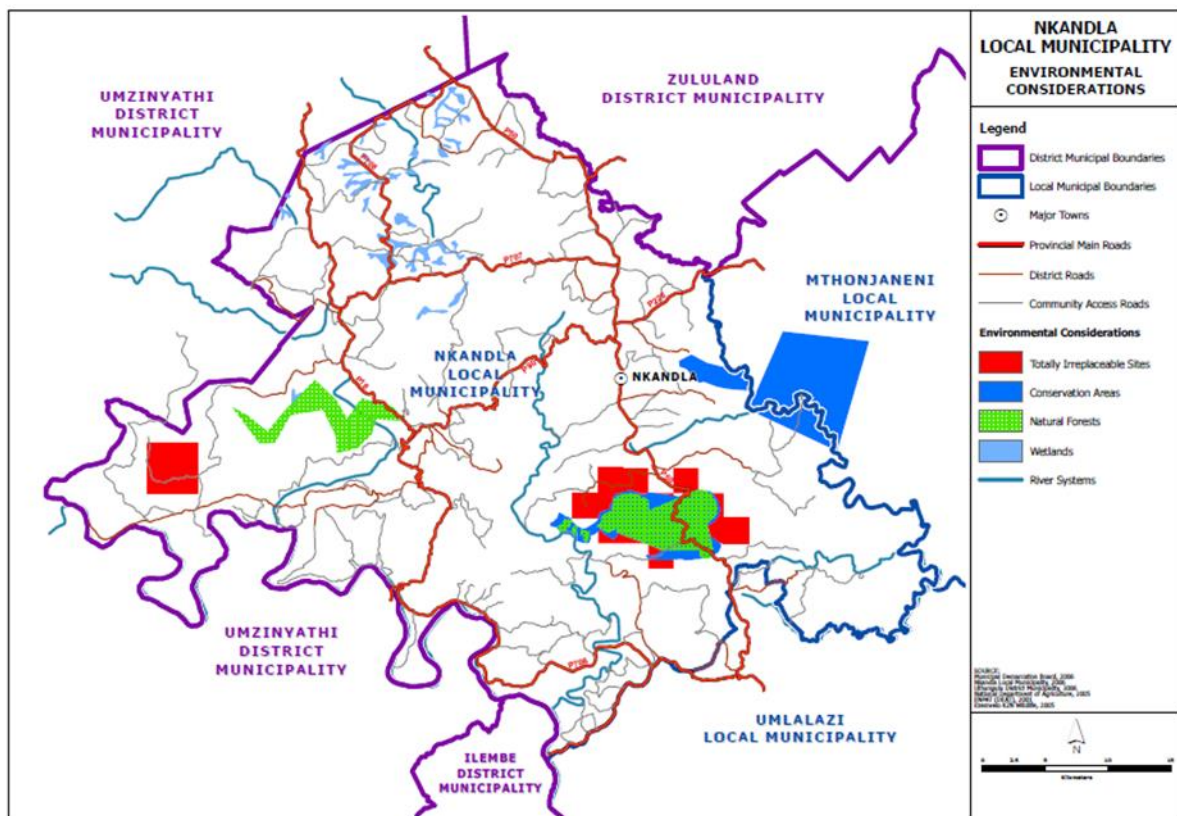
Nkandla Municipality has continuously coordinated the activities around water and sanitation services. The municipality has initiated, facilitated and played key roles to ensure that water and sanitation services are directed to areas of priority.

The IDP Rep Forum and Sukuma Sakhe war rooms and the Local Task Team are some of the platforms that the municipality uses in the coordination and implementation of these projects.

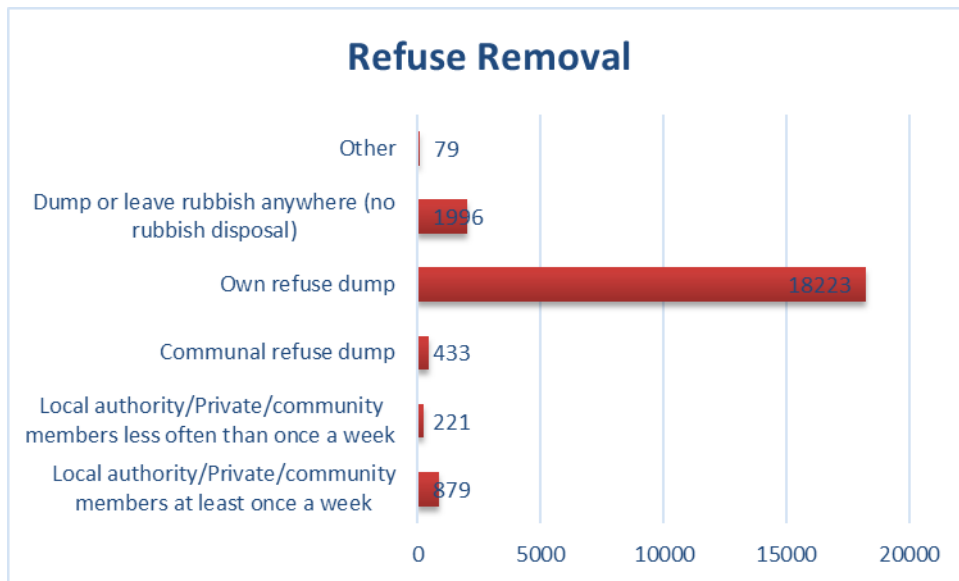
5.2. SOLID WASTE MANAGEMENT

The municipality has a waste management policy and a waste management plan in place adopted by council in 2018/2019 financial year. Currently the municipality is only able to collect waste from ward 1 (Chwezi stores), ward 3 (four Lous complex), Ward 5, Ward 6, Ward 7, ward 8 (Khombe rank and Qhudeneni), Ward 10, ward 12 Dolwane rank and ward 14 Lindela thusong and Lindela rank). The municipality is unable to collect waste from the remaining areas due to financial constraints.

Below: Map showing waste collection



Status of solid waste Removal



Ref: Stats SA 2011

Table 28: Refuse Removal

Refuse removal by Geography hierarchy 2016	Households
Removed by local authority/private company/community members at least once a week	60301
Removed by local authority/private company/community members less often than once a week	2908
Communal refuse dump	407
Communal container/central collection point	21
Own refuse dump	12632
Dump or leave rubbish anywhere (no rubbish disposal)	346
Other	138

Community Survey 2016

5.2.1. AREAS COVERED BY WASTE COLLECTION

Waste collection services are undertaken in the following areas:

Ward	Areas	Collection Model	Frequency
1	Chwezi, Majuba,	Central collection	Weekly, Thursdays
2	Mabhuqwini	collection	Weekly, Thursdays
3	Fort Louis	Central collection	Weekly, Thursdays
4	Ngwegweni/Notshiza	Collection	Weekly, Thursdays
5	Nkandla CBD	Kerbside collection	Daily
5	Sakhile, White City, Sinqobile	Kerbside collection	Weekly, Fridays

6	Mandaba/ Mahlayizeni	Collection	Weekly, Wednesdays
7	Sbhudeni	Collection	Weekly, Wednesdays
8	Khombe Hospital, Qhudeni	Central collection	Weekly, Wednesdays
9	Mfongosi	Collection	Weekly, Wednesdays
10	Mbhele T/C, Kwabadala	Collection	Weekly, Wednesdays
11	Ophindweni	Central collection	Weekly, Wednesdays
12	Dolwane	Central collection	Weekly, Wednesdays
13	Jameson drift	Central collection	Weekly, Wednesdays
14	Multi-Purpose Centre Nxamalala, Magwaza	Central collection	Weekly, Wednesdays

5.2.2. WASTE MANAGEMENT

- Domestic (refuse bags at individual households), Business and Street Sweepings (containers and refuse bags) at Nkandla Town are collected and transported to the Landfill Site by Nkandla Municipality;
- The local municipality is not responsible for management of HCRW (Health Care Risk Waste) generated from health care risk facilities located within Nkandla local municipality. The HCRW issues are also not reported to the municipality. The municipality is in plans to employ a full time Landfill officer to ensure that no HCRW is disposed at the landfill.

SOLID WASTE NEEDS AND PRIORITIES

The priorities in waste management are as follows:

- ⇒ Replacement of existing ageing assets;
- ⇒ Construction of a new landfill site – this will commence in the 2017/18 financial year;
- ⇒ Construction of a buy-back centre (recycling facility);
- ⇒ Increase waste collection points;

Nonetheless, the Nkandla Municipality is conducting waste collection service to Public and Private Institutions, Business premises, CBD, formal and informal settlements and to nodal areas. The service ranges from Daily, once per week, twice per week, and once a month.

- ⇒ **Recycling:** A proposal for a recycling initiative has been submitted to council for approval and it has been approved. A private company is currently conducting recycling activities;
- ⇒ **Awareness campaign:** A clean up and awareness campaign are continuously conducted to some of the communities and schools, this campaign is on-going until the communities understand the effects of poor waste management to their health and to the environment.
- ⇒ **Greening program:** To promote greening the municipality is planting and donating indigenous plants to schools, communities and adopting open spaces. The municipality has two parks as part of promoting green environment.

5.2.3. INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

The Municipality currently has a new IWMP that was inhouse with DETEA. The reviewed document has been included as an attachment to the IDP.

The municipality has developed this plan in line with the guidelines for developing an Integrated Waste Management Plan (IWMP) and forms Phase 1 of the development process of the municipal IWMP. Integrated Waste Management Plans were identified in the National Waste Management Strategy (NWMS) document (2000 and 2010) as a tool to assist municipalities to provide effective waste management services. This is an executive summary of the plan, the comprehensive plan is attached as an annexure should more information be required on this plan.

The Integrated Waste Management Plan is a tool to implement waste hierarchy objectives, namely:

- To implement waste avoidance and prevention strategies;
- Waste recovery activities where waste generation cannot be avoided; and
- Practice safe disposal of waste that cannot be recovered.

Table 31: Waste Management Resources / Assets

No	Vehicle type	Registration	Condition
1.	Nissan UD40 Skip Truck	NKA 3202	Good, Operational
2.	Nissan UD35 Bush Truck	NKA 999	Good, Operational
3.	Nissan UD35 Bush Truck	NKA 148	Good, Operational
4.	Nissan UD35 Bush Truck	NKA 2278	Good, Operational
5.	Nissan UD35 Bush Truck	NKA 2439	Good, Operational
6.	Isuzu FT 800 Compactor Truck	NKA 1562	Poor, Operational
7.	New Holland TLB	NKA 228	Bad, not operational
8.	Isuzu 250 KB	NKA 2955	Good, Operational
9.	Landin 5860 Tractor	NKA 658	Bad, not operational

Map 14: Access to Waste Removal

5.3 TRANSPORTATION INFRASTRUCTURE

Nkandla Municipality boundaries still experiences critical road networks that still need to be unlocked. Most development nodes need to be unlocked as per local transport plan. Road networks form part of the basics of any type of development to take place in the area. The department of transport is responsible for road infrastructure. The following map shows the available road infrastructure:

The Municipality has a well-developed road network on a national, district, and local scale, but the condition of the majority of the local roads are poor, and access is problematic in wet conditions. The King Cetshwayo District Municipality has prepared an Integrated Transportation Plan which will designate roads in need of upgrade thus hopefully improving local movement.

The following primary and secondary transportation routes are aligned through the Nkandla Municipal Area:

- ⇒ The N2 corridor that links the area of Nkandla to the major economic hub such as Port Shepstone and Durban in KwaZulu-Natal
- ⇒ Province and Umtata in the Eastern Cape Province.
- ⇒ The R56 which links the Nkandla Municipality with Matatiele and Cedarville in the western side of the municipality.
- ⇒ This road plays an important transport route from both transportation and an economic development perspective.
- ⇒ The R617 which links western part of the municipality with Underberg and Pietermaritzburg.
- ⇒ Other than the above, the municipal area is crisscrossed by a number of district traffic routes, often in a poor condition and making effective transportation problematical.
- ⇒ Lowest in the ranking of transportation routes are the so-called agricultural roads which provide access to agricultural crops and link with the district roads.

ROADS

The department of transport prioritises roads using various factors such as the Provincial Spatial Economic Development strategy and the Provincial Growth and Development Strategy. The linkage to the PGDS nodes, industrial potential, agricultural, tourism and community development are all considered when prioritising the development of new roads. It is also acknowledged that the status of the road condition can affect the status of the factors listed above. The department of transport is currently constructing the pedestrian walkway on the provincial road; the construction from the eastern side has already been completed. The municipality has been engaging the department with regards to upgrading of Hope Street as it runs in the middle of town and it is a provincial road.

The roads are classified into six main classes and these are according to the purpose the road serves, the map below indicates the road network in the King Cetshwayo the six classes are as follows;

- ⇒ Class 1 Principal Arterials (Mobility roads)
- ⇒ Class 2 Major Arterials
- ⇒ Class 3 Minor Arterials
- ⇒ Class 4 Collector Roads
- ⇒ Class 5 Local Roads
- ⇒ Class 6 Walkway
- ⇒ Class 1, 2 and 3 roads provide for mobility over longer distances

As indicated above in the map this function is not mandated to Nkandla Local

The municipality in its Spatial Development Framework the following routes were identified as key for development. These roads networks will unlock development to Nkandla Development Nodes and tourism attraction sites; further to that these roads will boost the economy of the municipality.

The following routes have been identified as important link roads to ensure secondary access to the Regional Development Corridor:

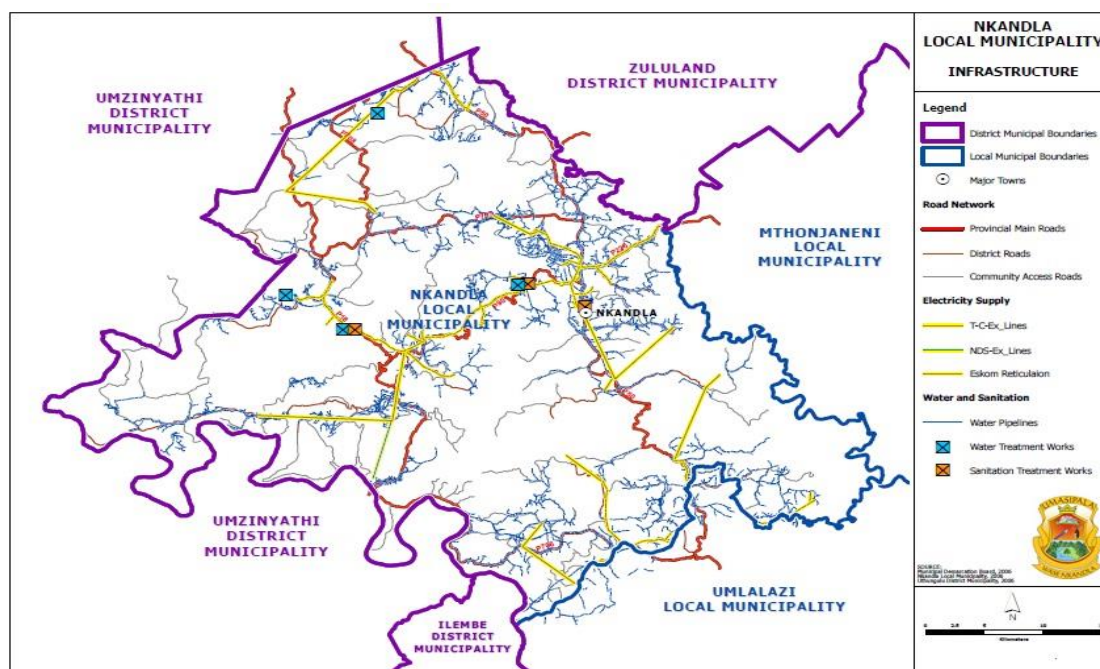
The P16 between Jameson's Drift and Qhudeni up to where it

- links with the P707;
- The P707 which provides access to the proposed Ekukhanyeni Service Node and the proposed agricultural investment areas to the south and north of the latter Service Node.

The map below indicates critical roads and linkages within Nkandla Municipality as depicted is mainly dominated by principal and major arterial

Map: Status of Municipal Roads

Map 1: Transport



The major and secondary roads are in an expectable condition and are relatively well maintained. However, the portion of the R56 road (which is the secondary road) that is within the CBD of Nkandla is in dire need of upgrading as it is in such a bad state. It was anticipated that the construction will commence in October 2014 but to date nothing has happened whilst the road keeps deteriorating. The municipality has engaged the department of transport and have confirmed that the delays were due to King Cetshwayo not coming to the party to reallocate the water pipes that run under the roads due to financial constraints. The municipality is in the process of upgrading the roads within the CBD of Nkandla which are in a bad state.

Details of the maintenance plan on roads are attached hereto.

The following table depicts Road Rehabilitation projects for the 2019/2020 financial year.

Table 32: Road Rehabilitation projects for the next financial year 2019/2020

Project Name	Project Description	Ward	Source of funding	Budget Estimate
Mandathane (4 kms)	Road re-gravelling and storm water features	8	MIG	R 1.5m
Willem (4)	Road re-gravelling and storm water features	2	MIG	R 1.5m
Ezibondweni gravel road & causeway	Road construction with storm water features, and causeway	9	MIG	R 4.1m
Ngwegweni Access Road	Road construction with storm water features, and causeway	4	MIG	R 3m
Total				R 10.1m

TAXI RANKS

There are four main established taxi ranking facilities in the Nkandla Municipality namely: Nkandla, Dolwane, Fort Louis and Lindela.

5.4. ENERGY

Nkandla is a licensed distributor of electricity as a source of revenue income. National and Provincial policies are strongly supportive of moving to more sustainable energy sources. The 2010 Draft Revised White Paper on Renewable Energy Policy aims for the provision of a minimum of 27% of national energy from renewable sources by 2030, and the national climate change documents note that the most significant GHG emissions in SA come from the energy sector.

The KZN PGDS states that the Province will strive for more self-sufficiency through alternative renewable energy generation options, and sets indicators for this purpose:

- ⇒ Measuring Energy Production Capacity in relation to households receiving sustainable electricity supply, increasing supplies from renewable energy sources; and the number of renewable energy generation or co-generation projects in implementation stage.

- ⇒ The following interventions are recommended in the KZNPGDS:
- ⇒ Development of Provincial Alternative Energy Strategy with specific focus on Hydro Electricity potential,
- ⇒ Implement a Programme of Alternative Energy demonstration projects, and
- ⇒ Establish a Provincial Carbon Credit Programme.

The NKANDLA produces none of its own energy, so is currently dependent on the national grid, and therefore vulnerable. The NKANDLA LED Strategy, 201 has noted that opportunities exist to access the Green Economy, specifically by diversifying the energy mix and placing more focus on renewable energy supply. The immediate priority is to accelerate the basic services delivery programme-access to basic services is also as a medium term priority.

The Municipality has an energy master plan in place and its aim is interalia, to ascertain the future growth and upgrading needs of the Municipality's 11kV distribution network as well as to look at areas current electrified under Eskom license conditions.

The primary objective of the study was to produce an energy master plan covering not only the distribution networks for the Nkandla Municipality but also Eskom's electrification plans.

Some substations and networks in the NKANDLA area are old and due to resource constraints have not been maintained well. The old equipment in use is evident of the ageing network. Networks have also become over loaded as the town has grown without upgrading of medium voltage cables. A detailed operation and maintenance plan is induced in the energy master plan it indicates the cables and substations that need upgrading and which of these need maintenance on a regular basis.

4.2.4.1. Licensed supply areas

NERSA have issued licenses for the distribution of electricity within the municipality as follows:

- ⇒ **Nkandla Municipality** supplies the town of Nkandla and surrounding townships including;
 - ✓ Sakhile
 - ✓ Sngobile
 - ✓ White City
- ⇒ **ESKOM** distributes electricity to the balance of Nkandla Rural Areas.

4.2.4.2. Access to Electricity

According to NKANDLA Urban Regeneration Strategy (2012) states that approximately 62.3% of households in the Greater Nkandla

Municipality have access to electrical grid and 16.4% have access to free basic energy. The table below shows the number of potential households without access to electrical grid. These have been identified as priority areas for electrification.

Table 33: Nkandla Households without access human settlements

4.2.4.3. Nkandla Supply Area

The Nkandla Municipality is the licensed distributor of electricity to the formal area of Nkandla and surrounding townships. Supply is taken from Eskom at 11kV from four in take feeders:

- ⇒ Main Sub-Station 1, Nkandla
- ⇒ There are no customer backlogs in the Nkandla licensed supply area as all traditional formal households have been electrified. There is however a superficial backlog within Nkandla is attributed to new houses being built within the households I n the Traditional Areas that have already been electrified. Most of

these hoses cannot be electrified through the Eskom Phase 1 infills as they are far from the electricity poles.

4.2.4.4. Eskom Supply Area

Eskom provides bulk supply to the Nkandla Municipality as well as electricity to households within the Nkandla municipal boundaries. The map below indicates the electricity infrastructure that exists in the Nkandla Municipality.

Map 17: Electrical Power lines

4.2.4.5. ELECTRICITY NEEDS AND PRIORITIES

The electricity needs for Nkandla Municipality needs and priorities are as follows in terms of funding and increase in Notified Maximum Demand:

⇒ Phase 3 infills all Municipal Wards

The municipality currently wants to catch up on the electrification of rural areas to meet the target of the universal access to electricity.

5.5. ACCESS TO COMMUNITY FACILITIES

Sports Development plan is in place and the municipality is keen to focus more on this regard since Nkandla is lacking entertainment activities and sport is a vehicle to bring sort of entertainment to the citizens. More funding is needed to implement more proposed activities contained in a sport plan. Infrastructure development and sports code development is a major challenge in implementing the plan. The municipality is actively involved in district games and provincial games as part of accelerating the target of the sports plan.

Within the Sports Plan there are strategies that are explained thoroughly to give the sport strategic direction for Nkandla LM namely:

- Clubs and Sports Development
- Facility Management
- Funding and Sponsorship
- Coaching and Mentorship

5.2.7.1. SPORTS ACTION PLAN

Sports code	Activity	Ward
Football	-Registration of 60 players	All wards
	-Nkandla Mayoral Cup	
	-Senior Citizens Soccer Tournament	
Horse riding	-Registration of jockeys	In four wards: 2,8,3, and 1
	-Nkandla Horse riding event	

Dance sport	Training of dance instructors	In three wards 5,1,10 and
Indigenous games	Train 20 technical official in all indigenous games	Ward 8,4,5,6,11,1, and 7
Netball	To train 10 netball umpires and 40 netball coaches	All ward
Athletic	Training of athletic technical officials	In seven wards: 9,13,14,8,6,1 and 4
Volleyball	Recruit and train 10 coaches and 10 volleyball empire	Wards: 9,8,1,4,6 and 5
Karate	Recruit 6 coaches and register all Karate players	Ward 7,11,5,4, and 1
Rugby	Recruit 6 rugby coaches and train 40 rugby players with rugby basic technique	Ward 5,6,11,7 1 and 4
Chess	Register all schools and community's chess players	All ward
Cricket	Register players and coaches	04, 05 and 14

4.2.4.6. Sport and Recreation Facilities

The following sport and recreational facilities are located in Nkandla:

- ⇒ **Sports facilities:** There are a few formal sports fields in Nkandla town,
- ⇒ **Play lots:** The area does not have well-developed play areas for children. A number of open spaces exists within most of the units, but are not developed as play lots. This issue requires urgent attention.
- ⇒ **Parks:** Nkandla has 2 formal parks within the CBD. There is still a need for more parks in the Traditional areas.

4.2.4.7. Library Facilities

There are 4 libraries in Nkandla Municipality, one in Nkandla Town, one in Ward 08 (Qhudeni) and two in ward 01 (Chwezi and Nkungumathe. Chwezi is a mobile library and the rest are fully flashed libraries. There is still a high need for more libraries in the Dolwane and Lindela Node.

Library services offer career development activities with schools and work in association with some sector departments in dissemination of information related to health, HIV/Aids awareness and sports development. However, these two libraries are inadequate as they are too small for the population served and do not have adequate study space for students.

4.2.4.8. Government Offices

The following are government offices located in Nkandla:

- ⇒ Department of Education (teachers and administrators);
- ⇒ Department of Health (hospital, clinic, and primary health care workers);
- ⇒ Department of Correctional Services (Wardens);
- ⇒ Department of Transport (road maintenance);
- ⇒ Department Safety and Security (Police Officers);
- ⇒ Department of Justice (magistrate court)
- ⇒ Department of Agriculture
- ⇒ Department of labour ,and
- ⇒ Nkandla Municipality

4.2.4.9. Roll-Out Of Free Basic Services

The municipality provides subsidized services to indigent households after their applications meet the criteria and are approved by the Council. 50kWh of free electricity is issued to both prepaid and credit meter customers. The municipality is also offered a subsidized refuse removal for indigent household on a monthly basis. To ensure the roll-out of free basic services the municipality has budgeted an amount of R1 750 000.00 in its 2019/20 financial year budget.

4.2.4.10. Operational and Maintenance

The municipality has allocated an amount of R7 022 000.00 for repairs and maintenance in its 2019/20 budget. This is amount that the municipality can afford to which it has proof to be insufficient as the existing infrastructure is deteriorating constantly. New infrastructure is also being created which places further pressure on maintenance resources. There is a Provincial road (Hope Street) running through the Nkandla town. Significant problems are currently encountered with the maintenance of this road since Province lacks the necessary funds to maintain or upgrade this road.

4.2.4.11. Cemeteries

5. Nkandla has one main cemetery in town and various church cemeteries around Nkandla. The community of Nkandla use their common village cemeteries and their homes as burial sites. There is a need for fencing of village cemeteries.

5.2.3.1. Access to Police Services

Nkandla has Four police stations. Nkandla Town which is the main police station in ward 5, and three satellite stations: Dolwane in ward 9, Khombe in ward 8 and Lindela in ward 14.

Being mindful that Crime levels have an impact on economic development, safety and security are an area requiring focused attention to align with the economic objectives and their related impacts/outcomes for the municipal area. The dominant type of crime currently is burglaries, especially in areas of high population density. Inadequate police presence, lack of police stations in rural areas needs to be addressed, in addition to a more visible municipal traffic police.

Police services Maps

5.6. HUMMAN SETTLEMENTS

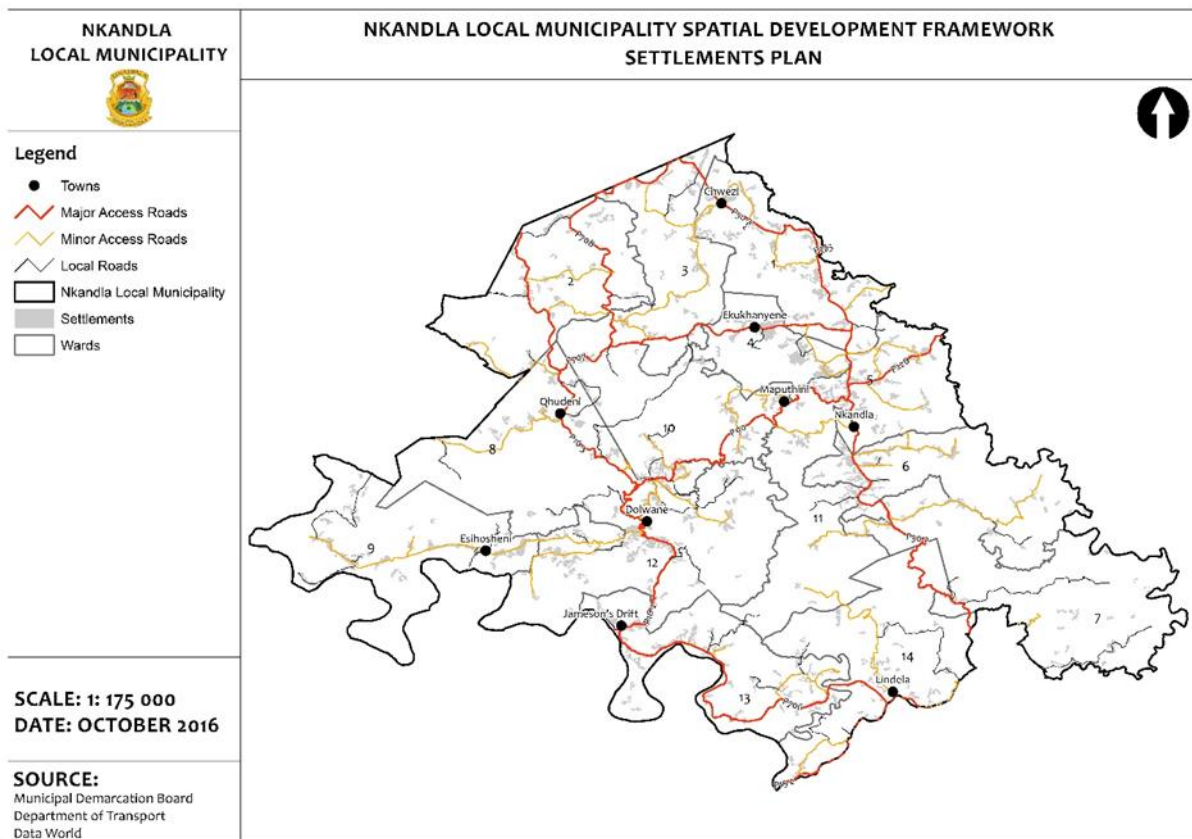
Capital investment in sustainable human settlements

The IDP calls for substantial investment in housing/human settlement development. Nkandla Municipality's Technical Services Department is to be commended for ensuring that the requisite human settlement planning is underway and will soon be linked with the process in a dynamic and creative manner.

Actions required		By when	Responsibility
1	Develop the ToRs for the housing delivery programme on the basis of the tangible findings. The goal should be to develop a "good practice" human settlement programme which could be used to build investor confidence and provide solid ground for further funding allocations.	December 2017	MM/DTS
2	Obtain comment from Amakhosi, and interested and affected stakeholders on the ToRs and appoint a "blue chip" service providers to deliver the programme and build capacity as called for in the Financial Plan.	September 2017	MM/IDP Manager
PERFORMANCE INDICATORS			

1. ToR and tools are developed.
2. Appropriate consultation occurs
3. The programme delivers human settlements that is aligned with the IDP Review & Framework Plan

NB: Though the Housing/Human Settlement Plan was developed in and for the previous council term of office, but it had to be aligned also with the new council's term of office since no housing/ human settlement projects were built in the previous term of council, as the provincial Department of Human Settlement could not discharge enough financial resources and approvals for the projects to be implemented.



The map above shows the settlement plan of Nkandla

Below is the Nkandla Municipal five- year Housing/Human Settlement Plan

5.6.1.1. Current Housing Demand

that Nkandla faces a low and middle-income housing crisis. It broadly describes the housing demand as follows:

- ⇒ Need for low-income (fully subsidized) houses at 1000.
- ⇒ Informal settlements need to be relocated or upgraded.
- ⇒ Highly constrained, demand-driven private housing market with inflated house prices, in all market segments.
- ⇒ Demand for housing is across the board, ranging from single-person rented accommodation, through basic fully-subsidized housing units, to middle and upper-income bonded accommodation.

The lack of accommodation contributes to pressure on existing housing, with the negative outcomes of squatting, overcrowding of existing houses, down-market “raiding” by higher income households and escalating of rentals and sale prices of houses.

5.6.1.2. Housing Planned Projects

Table 35: Municipal Current and Future Housing Projects

TRADITIONAL AUTHORITY/ PROJECT NAME	PROJECT TYPE	WARD	HOUSING DEMAND (based on Census 2011)	APPROVED PROJECTS by KZN DHS (as in 2012/13)	PROJECT STATUS (as in 2012/13)	HOUSING BACKLOG	PLANNED PROJECTS (NO. OF UNITS) FOR IMPLEMENTATION				
							YEAR 1 :2013/14	YEAR 2: 2014/15	YEAR 3: 2015/16	YEAR 4: 2016/17	YEAR 5: 2017/18
Godide Housing Project	Rural	12	1 815	500	Implementation	1 315	1000			315	
Qhudeneni Housing Project (Trasfarm)	Rural	8	1 370	500	Under planning due to settlement dilemma. DHS is co-ordinating	870	870				
Rectification of Sakhile Low-Cost Housing	Rectification Policy	5	500	0	Not yet approved	500		250		250	
Phase 1: Nkandla Town Rental Housing	Institutional	5	500 units	0	Not yet approved	500 Units		500 Units			
Mpungose North Housing Project	Rural	1&5	1 950	0	Prioritization stage	1 950	1000			950	
Mpungose South Housing Project	Rural	6	1 150	1 000	Implementation	150				150	
Machunwini Housing Project	Rural	2	1 430	1 000	Implementation	430				430	
Mangidini Housing Project	Rural	7	1 750	1 000	Implementation	750				750	
Magwaza Housing Project	Rural	13	1 250	1 000	Implementation	250				250	
Phase 2: Nkandla Town Rental Housing	Institutional	5	300 units (2 bedroom)	0	Not yet approved	300 Units			100 Units		200 Units
Mfongosi-Ngono Housing Project	Rural	9	1 500	1 000	Planning and design	500			500		
Khabela Housing Project	Rural	3	1 150	1 000	Planning and design	150			150		
Zondi Rural Housing Project	Rural	3	1 500	1 000	Planning and design	500			500		
Ekukhanyeni Housing Project	Rural	4	1 150	1 000	Approved by DHS	150			150		
Mahlayizeni Housing Project	Rural	5	1 350	1 000	Approved by DHS	350			350		

Xulu Housing Project	Rural	10	1 250	1 000	Approved by DHS	250			250		
Chube Housing Project	Rural	11	1 500	1 000	Approved by DHS	500			500		
Sibisi Housing Project	Rural	1	1 250	0	Not yet approved by DHS	1 250	Submitted to DHS for approval	1 000		250	
Izindlozi Housing Project	Rural	13	850	0	Not yet approved by DHS	850	Submitted to DHS for approval		850		
Izigqoza Housing Project	Rural	12	850	0	Not yet approved by DHS	850	Submitted to DHS for approval		850		
Nxamalala Housing Project	Rural	14	1 250	0	Not yet approved by DHS	1 250	Submitted to DHS for approval	1 000		250	
Maphuthu Housing Project	Rural	10 & 11	1 200	0	Not yet approved by DHS	1 200	Submitted to DHS for approval	1 000		200	
			26 015	12 000		14 015		3250	4100	3795	

NOTE

1. The above figures are just indicative, which means that they can change at any time based on the country's economic standing
2. This Capital Investment Plan does not include any Housing Projects, as they are not directly implemented by Nkandla Municipality but through a tripartite agreement between the Provincial Department of Human Settlement (funder and budget control), Municipality (the Developer) and the appointed service providers (Implementing Agents).
3. In relation to Housing/ Human Settlement Plan:
 - 3.1 DHS stands for Department of Human Settlement
 - 3.2 DHS will be contacted to comment on the reviewed plan and confirm budget projections (MTEF) as they are the custodians of this service.
 - 3.3 Units mean standard houses as approved/ to be approved by DHS
 - 3.4 Households per project are calculated based on ward population as per on census 2011)

5.7. TELECOMMUNICATIONS

Telecommunications

The installation of Cellular Telecommunications Infrastructure is regulated by the Electronic Communications Act No 36 of 2005, the Constitution Act 108 of 1996, the National Environmental Management Act No 197 of 1998, National Building Regulations, the KwaZulu-Natal Planning and Development Act 6 of 2008, and any other relevant legislation, bylaws, and Council Policy.

5.7.1. AREAS WITH TELECOMMUNICATION CHALLENGES

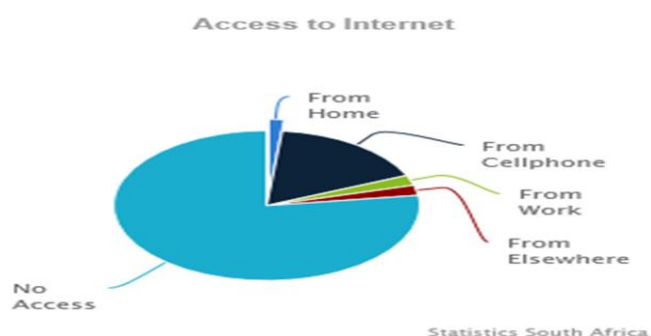
Challenge	Area	Ward
No TV Transmitters	Malunga	03
	Sidashi	03
	Vimbimbobo	03
No Telephone Network	Maqhashiya	07
	Ntshamanzi	07
	Sbhudeni	07
	Ngomakulu	11
	Tulwane	13

5.7.1. INTERNET COMMUNICATION TECHNOLOGY (ICT)

There is no major broad band or fiber optic lines in Nkandla. Thus, the internet connections are very poor. Community service centers in all 14 wards are ideal places to be used for internet communication technology (ICT). This will assist the public to get government services online without travelling to government's offices. The services will be rendered 24hrs without the restriction of office hours.

The Statistics SA 2011 Census result indicates the following in respect of telecommunication.

- Access to Internet



The installation of Cellular Telecommunications Infrastructure is regulated by the Electronic Communications Act No 36 of 2005, the Constitution Act 108 of 1996, the National Environmental Management Act No 197 of 1998, National Building Regulations, the KwaZulu-Natal Planning and Development Act 6 of 2008, and any other relevant legislation, bylaws, and Council Policy.

The municipality is the primary node of the district municipality of King Cetshwayo and services an area beyond its boundaries for a range of activities.

The table below depicts the challenges regarding communications per household.

Table 36: Difficulty Communicating

Difficulty communicating	Households
No difficulty	66249
Some difficulty	651
A lot of difficulty	141
Cannot do at all	29
Do not know	-
Unspecified	-
Not applicable	9682
Grand Total	76753

Majority of the households in Nkandla have access to communication as approximately 86% have no difficulty. With advancement in technology, it can be deduced that majority of the households in Nkandla can communicate to the outside world as the table illustrate.

The Municipality focusses attention on the access to the internet through its 2030 Vision and develops targets in this regard. The Municipality has also identified increased broadband accessibility as one of its catalytic projects. Increased access to ICT services can uplift communities through:

- ⇒ Educational benefits of the Internet for schools and libraries;
- ⇒ Access to bigger markets for entrepreneurs and job seekers;
- ⇒ Emergency communications at lower cost;
- ⇒ Easier access to government's e-services; and
- ⇒ Generally cheaper cost of communications.

5.8. KEY ISSUES RELATING TO SERVICE DELIVERY AND INFRASTRUCTURE

- ⇒ The theft and vandalism of infrastructure.
- ⇒ Backlogs on repairs, maintenance, and refurbishment of infrastructure
- ⇒ The need to reduce revenue losses caused by technical losses, illegal connections, tampering, unbilled metered consumers and unmetered authorised consumers.
- ⇒ Budget constraints - As the service provision footprints increase, there is a need for larger operations and maintenance budgets.
- ⇒ The difficulty of attracting and retaining qualified and competent technical staff with the shortage of technical staff continuing to affect service delivery.
- ⇒ An ageing fleet of vehicles with frequent breakdowns resulting in stoppages in service delivery.

5.9. SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS

Table 37: SWOT Analysis and Key Issues Relating to Service Delivery & Infrastructure

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ We are the only local municipality with a properly built landfill site. ➤ Efficiency in construction of community facilities. ➤ We have good working Traditional Leadership under Nkandla. ➤ More development is taking place. ➤ Land for development ➤ Transport Plan developed ➤ Basic infrastructure (water, housing and sanitation) in place ➤ The municipality provides subsidized electricity and other services to indigent households 	<ul style="list-style-type: none"> ➤ Inadequate office space ➤ Lack of accountability of assets and staff personal items ➤ Lack of funding for landfill site ➤ Landfill site personnel shortage ➤ Reliance on outsourced project management ➤ Inadequate funding for the training of Technical staff ➤ Reliance on outsourced project management. ➤ Inadequate funding for the training of Technical staff. ➤ Not having control of funding for the provision of houses. ➤ No functional GIS ➤ No qualified GIS personnel due to lack of funding. ➤ Lack of control of prime land which is privately owned ➤ Unstable electricity supply. ➤ Poor roads ➤ Insufficient water ➤ Poor ICT connections
Opportunity	Threats

<ul style="list-style-type: none"> ➤ The available personnel are young and dedicated. ➤ Increased jobs opportunities. ➤ Opportunity for development ➤ Business opportunities in development 	<ul style="list-style-type: none"> ➤ Staff may leave the municipality for other municipalities and organizations with better opportunities. ➤ Closure of Landfill site ➤ Transportation of waste to the Regional landfill site is in Empangeni. The cost for this is estimated at R3 600 000 per annum. ➤ Delayed development due to poor roads ➤ Housing delivery delayed ➤ Electrical infrastructure is aging ➤ Pressure on the existing electricity systems
---	---

5.9.1. Priority development issues

The following priority development issues were identified for this section.

Table : Priority Development issues

Key Challenge	1.) Insufficient Electricity Supply within the NKANDLA supply area 2.) Aging basic infrastructure (water, sanitation, electricity Roads) 3.) Limited land availability and middle income Housing
Description	<p>1.) Insufficient Electricity Supply within the NKANDLA supply area</p> <ul style="list-style-type: none"> ⇒ The NKANDLA receives electricity as part of the national grid and does not produce its own energy ⇒ There is a superficial backlog within Nkandla due to current informal settlements which is being addressed through the Municipal slums eradication initiative ⇒ The financial constraints place extra pressure on the ability of the municipality to maintain infrastructure and also the delivering electricity projects. <p>2.) Aging basic infrastructure (water, sanitation, electricity Roads)</p> <ul style="list-style-type: none"> ⇒ The quality of roads in NKANDLA is not up to standard due to a number of factors such as contractors not completing work on time usually leading to an appointment of a new contractor ⇒ The existing infrastructure is deteriorating and with the creation of new infrastructure, maintenance costs are rising, the municipality in its current budget cannot afford such pressures ⇒ The lack of communication between the District municipality and the NKANDLA has also added pressure as the district will sometimes drill the road in order to access storm water pipes without notifying the NKANDLA. <p>3.) Limited land availability and middle income Housing</p> <ul style="list-style-type: none"> ⇒ Middle income housing is also highly required and its shortage has resulted in high rental costs and sale costs ⇒ Lack of correct alignment of government and municipal budgets for housing provision ⇒ Shortage of municipally owned land available to build more houses where private land is available, owners are asking for very high sale prices

5.9.1.1. Water and Sanitation

- ⇒ Most households have access to water and sanitation, there remain substantial backlogs that need to be eradicated.
- ⇒ Water services infrastructure in Nkandla Municipality needs upgrading and ongoing maintenance especially with the future housing development and investment attraction.
- ⇒ Ways of reducing inefficiency, waste and water loss need to be investigated.
- ⇒ The urban areas has proper water borne sanitation systems, but rural areas still rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.

5.9.1.2. Waste Disposal

- ⇒ Currently 100% of urban households within the whole municipality are covered by a waste collection system, whilst no rural households are covered.
- ⇒ Dumping of refuse has become a major problem, particularly in areas outside the Nkandla town. This poses serious environmental problems and risks. Efforts are needed to increase people's awareness of the advantages of good waste management practices.
- ⇒ The projected population increase implies an increase in the amount of refuse to be generated. Serious attention should be given to refuse management.
- ⇒ Inability to identify suitable available land for a future land fill site. The municipality will consider exploring the option of expropriating suitable land for a land fill.

5.9.1.3. Electricity

- ⇒ The Nkandla Municipality's predominant source of energy for lights is electricity followed by candles.
- ⇒ The bulk of the urban households have access to household electricity.
- ⇒ Electricity provision at schools and health facilities are especially critical.
- ⇒ To ensure the electrical capacity required and the provision of alternative energy the municipality has developed an energy master plan which is currently been implemented.

5.9.1.4. Transport

- ⇒ Poor condition of provincial and district roads, and town roads due to poor standard of storm water management drainage and lack of maintenance.
- ⇒ There are various district roads in the area together with smaller farm or agricultural roads. In practically all instances these roads are in a poor condition and in need of upgrading.
- ⇒ The poor road network and infrastructure makes access to farms, markets and other business centres difficult and essentially will create delays in the delivery of goods and production of goods.
- ⇒ There has been a decline in the transport sector with the closure of the Railway.

5.9.1.5. Housing

Housing/Human Settlement Plan was developed in and for the previous council term of office, but it had to be aligned with the new council's term of office since no housing/ human settlement projects were meant to be built in the previous term of council, as the provincial Department of Human Settlement could not discharge enough financial resources and approvals for the projects to be implemented.

5.9.1.6. Cemetery

Nkandla has one main cemetery in town and various church cemeteries around Nkandla. The community of Nkandla use their common village cemeteries and their homes as burial sites.

5.9.1.7. Telecommunications

The installation of Cellular Telecommunications Infrastructure is regulated by the Electronic Communications Act No 36 of 2005, the Constitution Act 108 of 1996, the National Environmental Management Act No 197 of 1998, National Building Regulations, the KwaZulu-Natal Planning and Development Act 6 of 2008, and any other relevant legislation, bylaws, and Council Policy.

- Areas with Telecommunication challenges

Challenge	Area	Ward
No TV Transmitters	Malunga	03
	Sidashi	03
	Vimbimbobo	03
No Telephone Network	Maqhashiya	07
	Ntshamanzi	07
	Sbhudeni	07
	Ngomakulu	11
	Tulwane	13

- Internet Communication Technology (ICT)

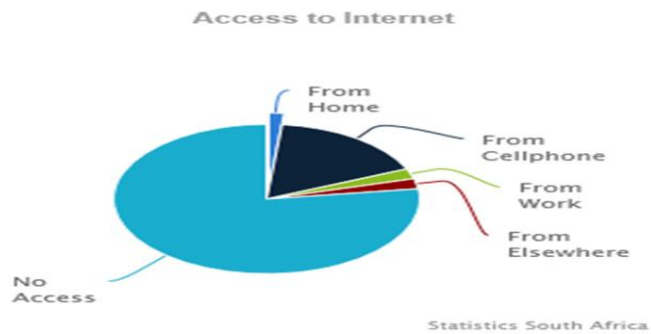
There is no major broad band or fibre optic lines in Nkandla. Thus, the internet connections are very poor. Community service centers in all 14 wards are ideal places to be used for internet communication technology (ICT). This will assist the public to get government services online without travelling to government's offices. The services will be rendered 24hrs without the restriction of office hours.

The Statistics SA 2011 Census result indicates the following in respect of telecommunication.

Access to Internet

The Statistics SA 2011 Census result indicates the following in respect of telecommunication.

- **Access to Internet**



6. KPA: LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT ANALYSIS

Nkandla Municipality developed its Local Economic Development Strategy in the financial year 2016/2017 and will be reviewed in the financial year 2019/2020. The strategy development was outsourced and all the stakeholders were identified and consulted while developing the strategy.

The strategy aims to address the gap that was existing between the previous 2006 adopted LED strategy and the one that is in place. The strategy includes current updated information and data in order to assist in informing LED plans. The Local Economic Development Strategy (LED) is attached as an annexure on this document. The following information can be used as source of reference of the strategy.

- Policy and Legislative frameworks guiding LED at national, provincial and local level
- Demographics and socio-economic profile of Nkandla,
- Economic opportunities, competitive and comparative advantages of the area,
- Economic constraints, problems and challenges.
- Sector focus and priorities.
- Spatial economic character and integration, including regional, sub-regional, district, provincial and national imperatives of the recommended interventions.
- On-going and planned projects.
- Institutional arrangements, skills and capacity of Nkandla Local Municipality, stakeholders and partners to carry out the recommended programmes and projects.

Strategically planned LED is increasingly used by communities to strengthen the local economic capacity of an area, improve the investment climate and facilitate an increase in the productivity and competitiveness of local businesses, entrepreneurs and workers. In KwaZulu-Natal, there has been a strong emphasis on the importance of recognising not only the Local but also Regional Economies and their role and importance in Economic Development hence the term “Regional Local Economic Development” (RLED). This strategic shift towards RLED is informed by the realities that neighbouring municipalities may possess elements and opportunities that other neighbouring municipalities can benefit from. Globalization increases both opportunities and competition for local investment. Local conditions determine the relative advantage of an area and its ability to attract and retain investment. At the national level, macro-economic, fiscal and monetary reforms have directly impacted the economy at the local level. National regulatory and legal frameworks such as tax reform and environmental standards directly influence the local business climate, either enhancing or reducing the potential for local economic development.

6.1. LOCAL ECONOMIC DEVELOPMENT

Strategically planned LED is increasingly used by communities to strengthen the local economic capacity of an area, improve the investment climate and facilitate an increase in the productivity and competitiveness of local businesses, entrepreneurs and workers. In KwaZulu-Natal, there has been a strong emphasis on the importance of recognising not only the Local but also Regional Economies and their role and importance in Economic Development hence the term “Regional Local Economic Development” (RLED). This strategic shift towards RLED is informed by the realities that neighbouring municipalities may possess elements and opportunities that other neighbouring municipalities can benefit from. Globalization increases both opportunities and competition for local investment. Local conditions determine the relative advantage of an area and its ability to attract and retain investment. At the national level, macro-economic, fiscal and monetary reforms have directly impacted the economy at the local level. National regulatory and legal frameworks such as tax reform and environmental standards directly influence the local business climate, either enhancing or reducing the potential for local economic development.

6.1.1. LOCAL ECONOMIC DEVELOPMENT STRATEGY

Nkandla Municipality developed its Local Economic Development Strategy in the financial year 2016/2017 and will be reviewed in the financial year 2019/2020. The strategy development was outsourced and all the stakeholders were identified and consulted while developing the strategy.

The strategy aims to address the gap that was existing between the previous 2006 adopted LED strategy and the one that is in place. The strategy includes current updated information and data in order to assist in informing LED plans. The Local Economic Development Strategy (LED) is attached as an annexure on this document. The following information can be used as source of reference of the strategy.

- Policy and Legislative frameworks guiding LED at national, provincial and local level
- Demographics and socio-economic profile of Nkandla,
- Economic opportunities, competitive and comparative advantages of the area,
- Economic constraints, problems and challenges.
- Sector focus and priorities.
- Spatial economic character and integration, including regional, sub-regional, district, provincial and national imperatives of the recommended interventions.
- On-going and planned projects.
- Institutional arrangements, skills and capacity of Nkandla Local Municipality, stakeholders and partners to carry out the recommended programmes and projects.

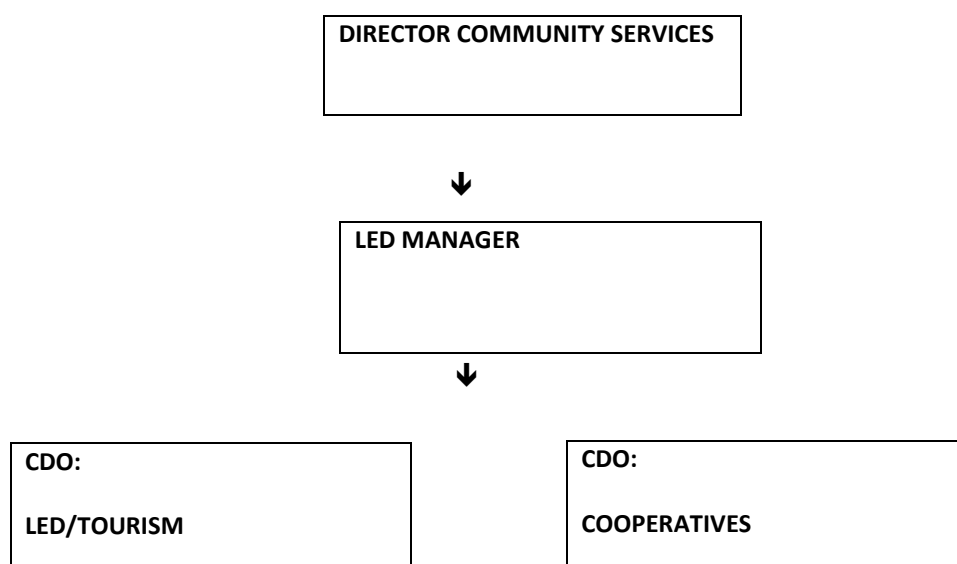
Different institutions play a critical role in the development of local economy and these institutions comprises of public, private and NGO's. The municipality has engaged with these stakeholders in District Economic Forums, Business Chamber Meeting for collectively wisdom in coming up with strategies that will unlock the economic potential of the municipality.

The municipality has put aside the budget for LED programmes and also a budget of R250 000.00 for research and development which will be done whilst reviewing the LED strategy in the 2019/2020 financial year. There were no AG comments for the LED section in the 2017/2018 Audit.

6.1.2. LED UNIT AT NKANDLA LOCAL MUNICIPALITY

The municipality has an established LED unit which is led by an LED Manager with 2 permanent officers who are making significant changes to the LED Unit to benefit the municipality and the community. The unit also has 2 contracted employees who are responsible for the EPWP programme. However, the unit is under resourced and there is a need for more staff. There is a EPWP Forum and Business Chamber in place,

Below is the LED unit organogram:



6.1.3. REGULATORY ENVIRONMENT

- **Informal economic Policy**

Nkandla Municipality has an informal Economy Policy that was adopted in the financial year 2016/2017 and the policy was approved and adopted by Council in October 2016. Consultation with the Informal Economy Chamber was conducted through monthly meetings. The new Informal Economy Committee was elected in February 2018.

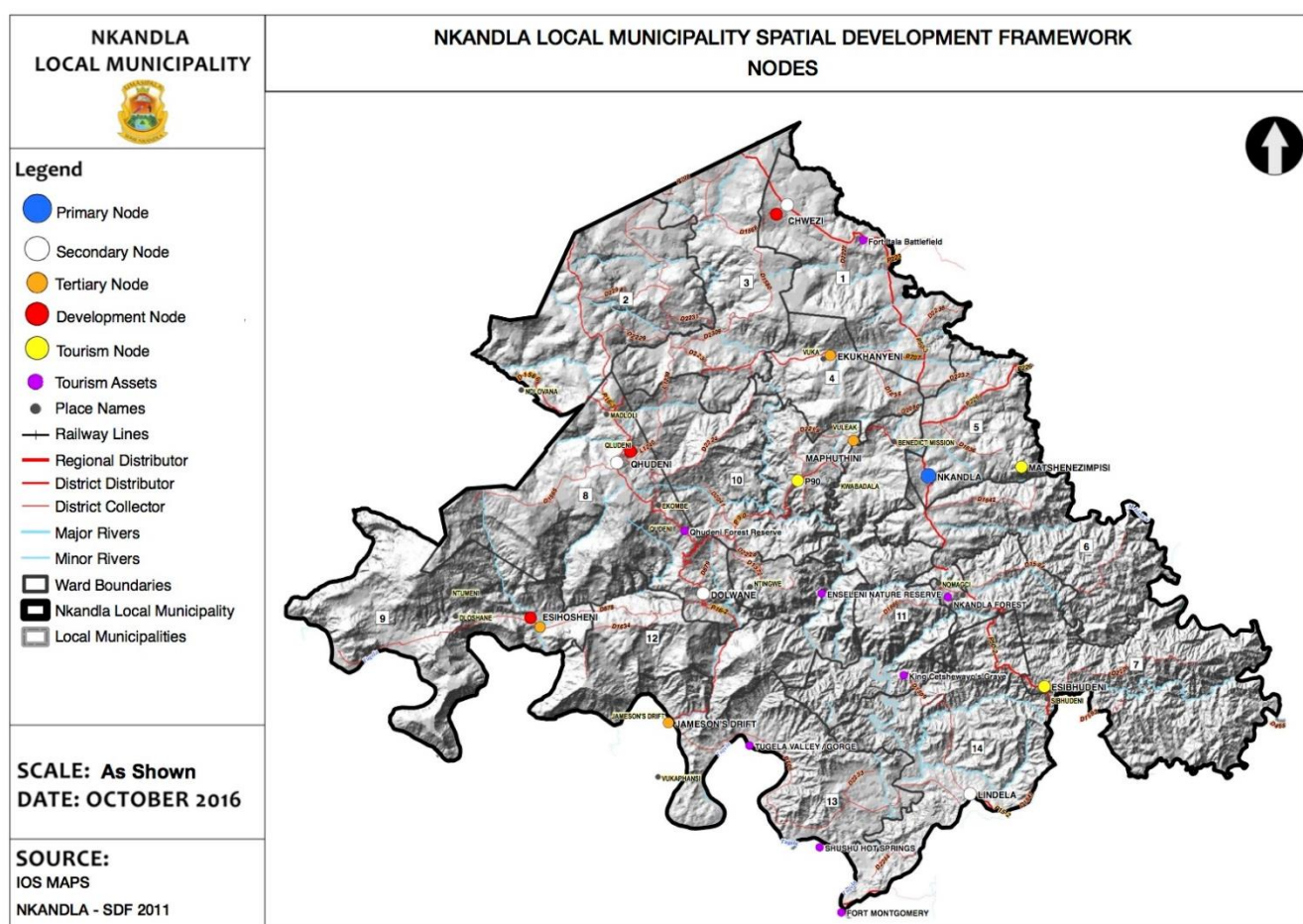
- **Investment Policy**

Nkandla Municipality currently does not have an investment strategy or policy in place however the municipality has prioritized/planned to develop the policy in the financial 2019/2020. The policy will be included in the LED strategy that will be reviewed in 2019/2020

- **Investment Policy**

The Municipality developed and adopted the Phase III Expanded Works Programme Policy on the 27th of June 2017 and the policy is being implemented this financial year 2019/2020.

6.1.4. LOCAL ECONOMIC DEVELOPMENT ANALYSIS



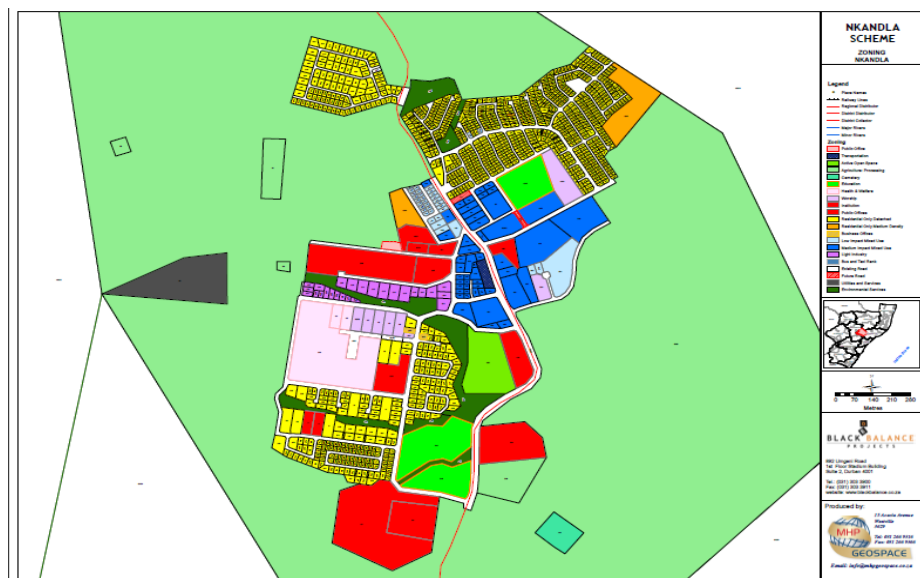
Nkandla – Primary Node

Nkandla as the only urban node within the municipality serves a vital function to communities within the entire municipal area and the structured planning and compaction of the town on already limited land resources is important for its continued growth and functioning.

Nkandla as a rural town is characterised with dilapidated buildings and illegal structures. The Municipality is isolated from national roads, as well as from major economic development corridors and towns. Plans are in place to rehabilitate the town including interventions by the provincial department and the district to beautify the town and demolish/remove illegal structures.

The conceptual boundaries of the primary node have been defined for the Nkandla Town area and a town planning scheme has been developed that encompasses a variety of land zonings

FIGURE 3: NKANDLA TOWN PLANNING SCHEME



Zoning	
 Public Office	 Residential Only Medium Density
 Transportation	 Business Offices
 Active Open Space	 Low Impact Mixed Use
 Agriculture: Processing	 Medium Impact Mixed Use
 Cemetery	 Light Industry
 Education	 Bus and Taxi Rank
 Health & Welfare	 Existing Road
 Worship	 Future Road
 Institution	 Utilities and Services
 Public Offices	 Environmental Services
 Residential Only Detached	

In terms of the functions assigned to a Primary Node, Nkandla will have to:

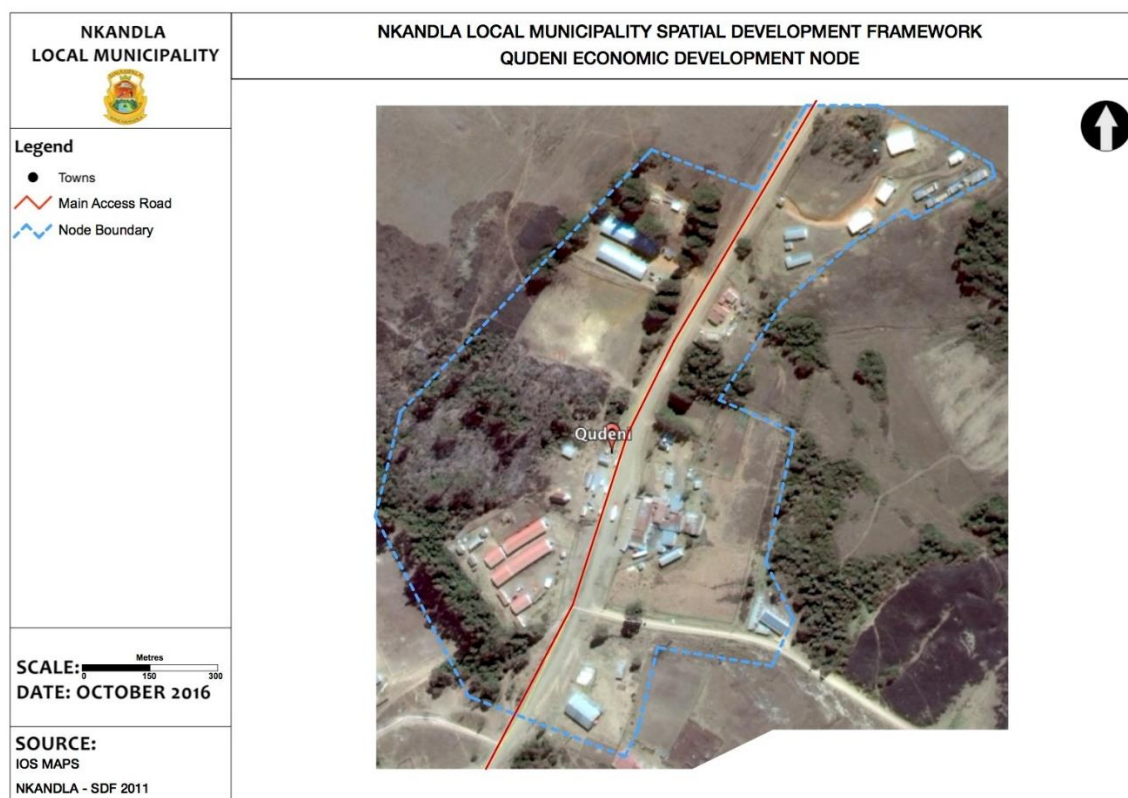
- Serve as municipal administrative centre;
- Provide services and opportunities to higher density settled areas such as Machubeni, Ndweni, Mqubeni, Madiyani, Mjahweni, Emaromeni and Ngwegweni;
- Contain residential accommodation, financial services, health services, communication facilities and SMME facilities;
- Serve as a transportation node, specifically geared towards passenger services; and
- Serve as the locality for the establishment of infrastructure such as sports facilities, cemeteries, landfill sites, and so forth.

Qhudeni – Secondary Node

Although Qudeni is mentioned within the Nodal Development Framework for Nkandla, it is not discussed within the document itself, as a separate development framework was compiled for Qudeni. This information is not available for perusal and can therefore not be incorporated into this SDF. The proposals that follow are thus based on information gathered through consultation with the municipality and other stakeholders.

Apart from Nkandla, Qudeni is the only node with Formal Registered erven, which are all registered in the name of Department Land Affairs (Now Rural Development & Land Reform).

PLAN 7: QUDENI NODE



Lindela – Secondary Node

The Lindela Economic Development Node is located in the south, along the P706 District Road, some 8kms west of the P50 / P706 intersection. Both the P50 and P706 roads are being upgraded to tarred roads. The P706 provides access to the south-western sub-region of the municipality and links Lindela with Jameson's Drift.

The node is relatively well serviced with both water and electricity, but there are significant backlogs in both water and electricity in the surrounding rural hinterland.

New development in the node includes an extension to the existing Multi-Purpose Community Centre and the construction of the Nxamalala Traditional Administrative Centre. The node has good potential for expansion and densification in light of the existence of suitable gently sloping land – particularly between the Traditional Administrative Centre and the Clinic.

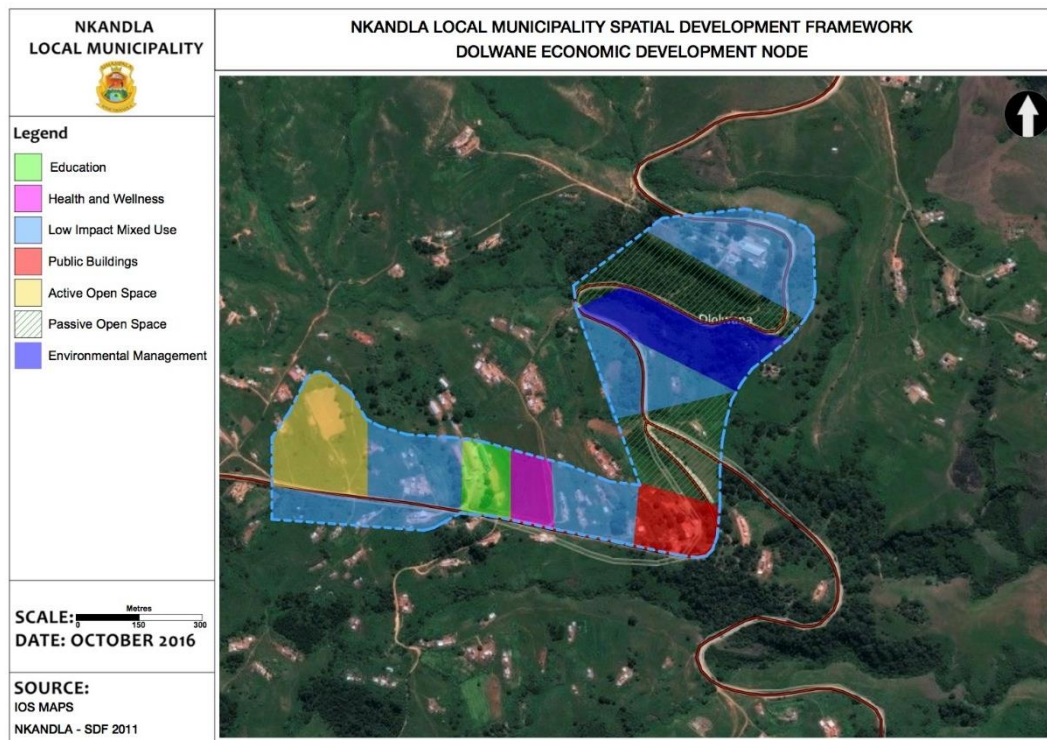
Dolwane – Secondary Node

Dlowlane is centrally located in the western sub-region of the municipal area just to the west of the P16-2 Road where the P16-2 and the P90 tourism route join.

The Dolwane Economic Development node is situated at an important junction between Jameson's Drift, Esihosheni, Maphutini and Qhudeneni Nodes.

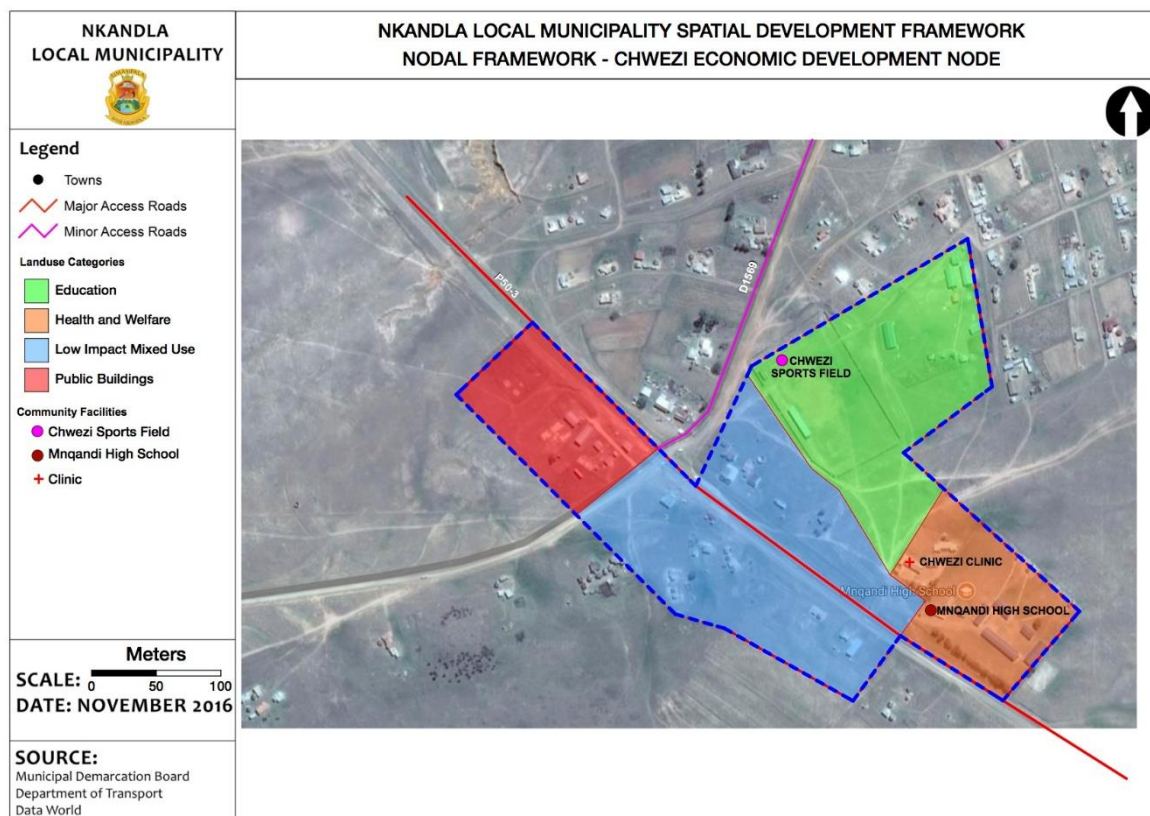
As is evident from the Water Services Plan, the node and surrounding areas, is well serviced with water. However, electricity provision is only evident to some existing land uses in the node with high backlogs in electricity provision in the rural hinterland. The node itself is relatively constrained in terms of suitable land for future development, as a result of the undulating topography.

Plan 8: Dolwane Node

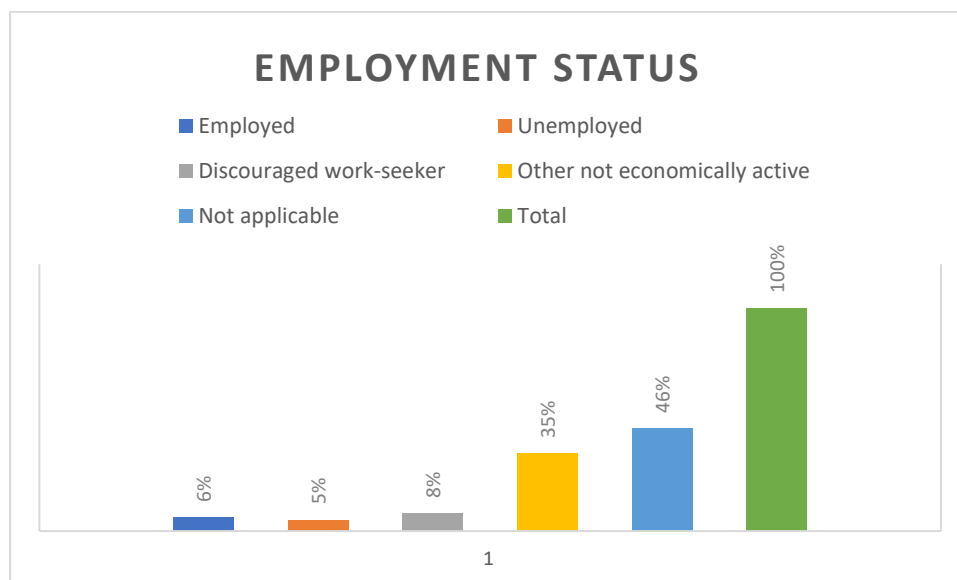


3.3.3.4 Chwezi – Secondary Node

Chwezi is situated in the northern parts of the municipality on the P50-3 Road connecting Nquthu LM with Ulundi LM and Nkandla Town Itself.



Map showing Employment status of Nkandla



Compared to other nearby municipalities, Nkandla Municipality has a lot of ground space for infrastructural development and for agricultural purposes. Nkandla has a vast number of forests and rivers which is perfect for farming and livestock.

Nkandla offers exquisite natural beauty i.e. Beautiful Mountains, hills, indigenous forest with birding routes. Nkandla is a home of a high-quality world-class tea, the monuments, traditional crafts, history, customs and religion. It not only boasts of rich agricultural land but also of a rich history,

Nkandla municipality ensures that SMME's and Cooperatives get the necessary skills they need to ensure competitiveness. A cooperative Indaba and Business Summit is held annually where different stakeholders are invited to speak about economic trends and analysis. The LED unit also assists emerging farmer's through various programmes: i.e. Fencing of grazing land and fields, ploughing of fields, water pumps and pipes and various seeds. The LED unit has budgeted for a Tractor for the 2019/2020 financial year. Nkandla Municipality ensures that vulnerable groups (youth, women and the disabled) are part of their cooperative beneficiaries.

6.1.6. MAIN ECONOMIC CONTRIBUTORS

The economy of Nkandla is controlled from outside as most of the people work outside the area and those earning income within are spending outside the area. The income sources are as follows. Nkandla remains as one of the very poor locals within King Cetshwayo District. This can be attributed to a very low starting point from which Nkandla's economy started. Below is what contributes to the income of Nkandla residents. Most of the people are relying on social grants. The following statistics gives the clear indication on the state of economic activities in Nkandla as a whole:

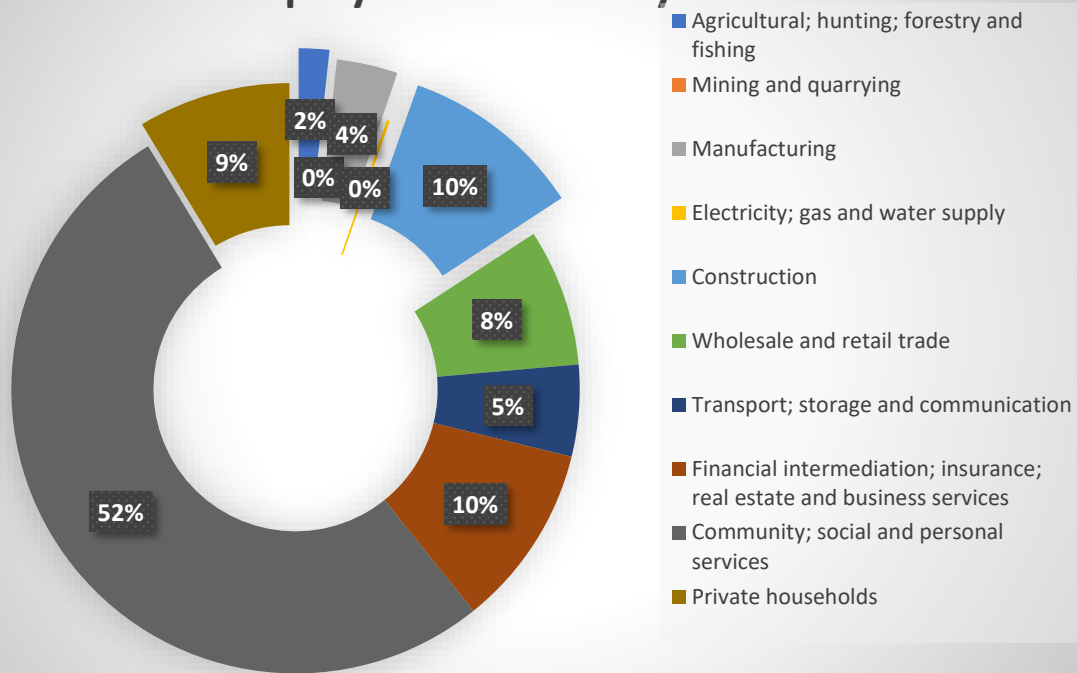
ECONOMIC ACTIVITY	PERCENTAGE
Subsistence Agriculture	16%
Informal Sector	13%
Local Wages	0,5 %
Migrant Remittances	20%
Government Grants	50 %
No Income	42,1 %

Source: Stats SA 2011

A vast majority of the employed people in Nkandla are employed by the state. i.e. Education, Health, Correctional Services, Local Government, SAPS, SASSA, welfare, e.t.c. The private sector also employs quite a number of people. There are many tuckshops around the area due to Nkandla Town being very far to most of the areas. This is a huge economic contributor to the Nkandla Economy.

Below is a graph showing population by employment industries of Nkandla:

Employment industry

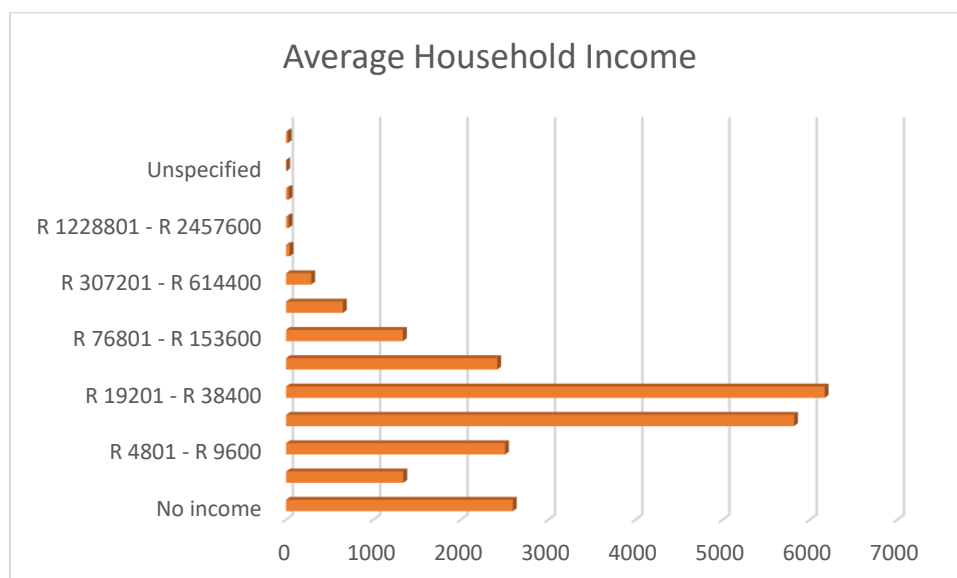


Source: Stats SA 2016

6.1.7. EMPLOYMENT AND INCOME LEVELS

A vast majority of the employed people in Nkandla are employed by the state. i.e. Education, Health, Correctional Services, Local Government, SAPS, SASSA, welfare, etc. The private sector also employs quite a number of people.

Below is a graph showing the income levels of Nkandla:



Source: Stats SA 2016

6.1.7.1. JOBS CREATED BY EPWP & CWP

The municipality embraces the Expanded Public Works Programme and CWP programme. These programmes have benefitted the community of Nkandla in terms of job creation. The municipality in the new organogram has proposed a post for LED administrator who will be responsible for EPWP in order to improve reporting on employment creation, which will assist the municipality to receive more incentive grants. The table below depicts employment that will be created in 2019/2020 through EPWP & CWP. The EPWP programme assists in ensuring a green economy. Recyclers are assisted through the EPWP programme to ensure a green economy.

EPWP

Financial Year	Work opportunities	Full Time Equivalent (FTE's)
2019/2020	300	250

CWP

Financial Year	Work opportunities
2019/2020	1100

6.1.7.2. COOPERATIVES

Nkandla Municipality assists a number of Cooperatives in all 14 wards as a way to create employment and eradicate poverty. In the 2018/2019 financial year a number of 56 cooperatives were assisted in different sectors: Below is a table showing the different sectors:

Cooperative Sector Table

Sector	Number
Agriculture	47
Poultry	44
Block moulding	14
Baking	27
Sewing	26
Societies	23
Arts and craft projects	46

6.1.8. SMME'S

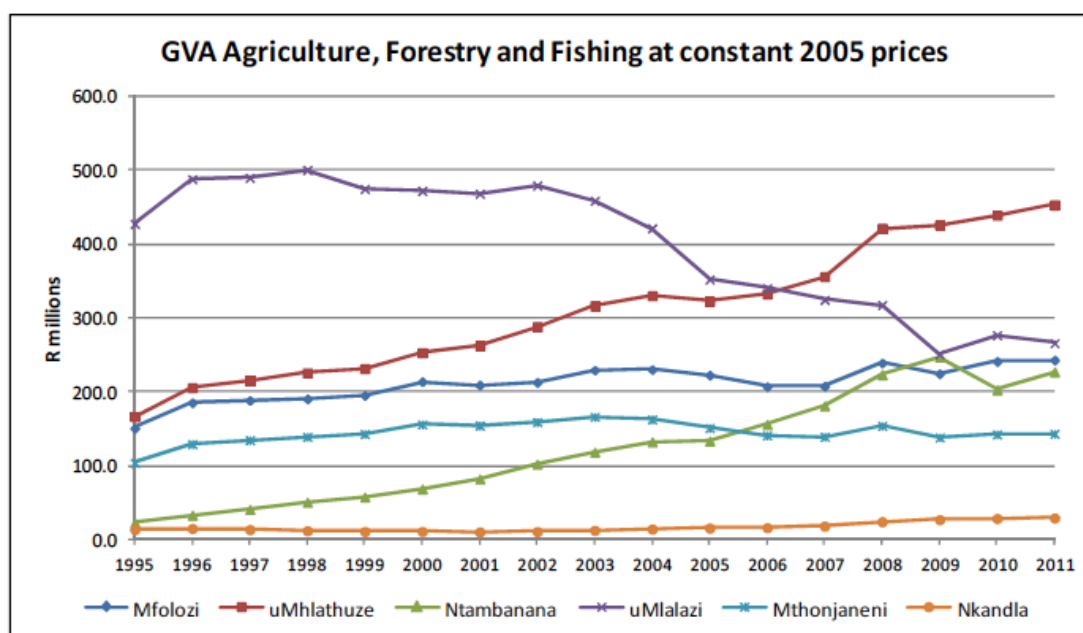
The municipality has a database for all SMME's and Cooperatives. The municipality assists in registration of new businesses and also provides support in a form of capacity buildings for all businesses. There is a Nkandla Business Chamber which the municipality works with in order to ensure effective and efficient support is given to the small emerging businesses,

6.1.9. AGRICULTURE

Nkandla has a moderate to high potential for cropping, particularly in the north-east region. In low potential areas, certain alluvial plains along rivers could be developed under irrigation. However, many arable fields are left unutilized and 400 tons of maize is imported into the region every month. Constraints are well known. Households often allocate their lowest potential earners to agriculture. Youth have a low image of agriculture and see involvement in agricultural activities as a way of locking themselves into a lifestyle of poverty. The sector is highly vulnerable to natural disasters (such as drought or pests) – the worst of these being the HIV pandemic, which severely impacts all aspects of household capital. Without other sources of income, households are unable to access physical inputs. Local markets are quickly saturated. External markets are difficult to access, and farmers face fierce competition from commercial sellers who benefit in production from economies of scale. Unutilized land is difficult to access because of the communal tenure arrangements

The agricultural, forestry and fishing sector has been identified as a priority sector for economic growth and employment creation in the Kwazulu-Natal Growth and Development Plan. A total of 2195 km of the district land area (29.6% of total land area) is used for agricultural and forestry purposes. The three dominant activities include 896.9 km of forestry plantations (40.9% of agricultural land use), 696.4 km of subsistence agricultural activities (31.7% of agricultural land use), and 547.4km of sugarcane (24.9% of agricultural land use) (UDM, 2015).

Figure 1 below shows the prices received by agriculture, forestry and fishing sector.



Data Source: Quantec RSA Regional indicators

FORESTRY AND FISHING PRICES.

AGRICULTURE,

The total output from the agriculture and forestry sector in the district has grown by 53.7% from R887 million (GVA in constant 2005 prices) in 1995 to R1.36 billion in 2011.

Nkandla Municipality has proved to have more hectares utilised for agricultural purposes. It is suitable for a beans value chain development because of vast lands available and the natural resources. The development along Insuze river basin provides an opportunity for vegetable production.

6.10. TOURISM

Nkandla offers exquisite natural beauty i.e. Beautiful Mountains, hills, indigenous forest with birding routes. Nkandla is a home of a high-quality world-class tea, the monuments, traditional crafts, history, customs and religion. Nkandla today is known all over the world as the place where the former president was born (Nxamalala).

Nkandla has so much to offer the guests in terms of historical, cultural and natural activities i.e. Exciting Adventures (Mome Gorge), Visit local Shebeens, meet Nkandla Crafters. Nkandla has a huge history and cultural heritage with a cultural legacy that dates back to the great Zulu King Shaka and beyond.

6.10.1 TOURISM SITES

- Inkosi Cetshwayo
- Mome Gorge
- Kwa-Nkatha (Hang Pun)
- Site Of Battle
- Khombe Mission: Site of Battle
- Ntingwe Tea (Zulu Tea Produced In Nkandla)
- Nkandla Forest
- Qhudeneni And Nkonisa Forest
- Chair Of Amakhosi (Isigqiki Samakhosi)
- Kwashushu Hot Springs
- Bushmen/Khoisan: Abathwa
- The Karkloof blue butterfly (the only unique and special butterfly in South Africa)
- Amanzi phambana found inside Nkandla Forest
- Former President JZG Zuma`s house in Nxamalala
- Ofeni and Intaba Nomanci inside Nkandla Forest (where local people used to sharpen spears, spear making,)

6.10.2 2019/2020 TOURISM PROGRAMMES

PROJECT NAME	ISIQHIKI SAMAKHOZI (AMKHOSI CHAIR)
LOCATION	Ward07, Nkandla Municipality
PROJECT DELIVERABLES	<ul style="list-style-type: none"> • Fencing of attraction site • Access road to the attraction • Information bill boards and; • Signage boards
BUDGET	R 100 000.00

6.11. MANUFACTURING (INDUSTRIAL)

Nkandla manufactures Ntingwe tea in Ntingwe Area ward 12. Khombe Area in ward 08 used to manufacture planks from the Khombe forest. The plank factory has now closed but its reopening could help boost Nkandla Economy.

6.12. SERVICES

LED Services include the following:

- Tourism
- SMME Support
- Agriculture
- Cooperatives
- Arts and Culture
- Economic Development

6.13. MINING

There are no mines in Nkandla

6.13. LED PROJECTS

2019/2020 LED PROJECTS

PROJECT	BUDGET	TIMEFRAME
COOPERATIVES SUPPORT		
1. Support with cooperatives material	R 500 000.00	2 nd , 3 rd & 4 th Quarter 1 st Quarter
COOPERATIVES SKILLS TRAINING (i.e. Business Management & other)		

<ul style="list-style-type: none"> • VIP catering • Participants catering (Municipal & District level) • Sound system • 3 Buses for District level 		
EPWP <ul style="list-style-type: none"> • Procurement of EPWP protective clothing 	R 200 000.00	1st Quarter

6.14. LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Youthful population ▪ Availability of historic sites and conservation areas ▪ Good relationship with the Amakhosi in the municipal area ▪ Large tracts of arable land ▪ Scenic Landscapes ▪ Two natural Forests 	<ul style="list-style-type: none"> ▪ High indigent population ▪ High Unemployment rate ▪ High infection rate on communicable diseases ▪ High Illiterate rate ▪ Unavailability of local constructors with high capacity ▪ Reduction in Population ▪ Matshenezimpisi Nature Reserve is poorly maintained
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Land within the municipal jurisdiction is highly arable ▪ Tourism is a major economic development opportunity ▪ Use Natural forests to generate tourism economic activities 	<ul style="list-style-type: none"> ▪ Reduction in recent population figures ▪ Lack of circulation of economic resources locally ▪ Unreview LED Strategy ▪ Poor accessibility to the Municipal Area ▪ Unavailability of commercial activities to support growth and development

6.2. SOCIAL DEVELOPMENT ANALYSIS

Social and community development deals with various issues ranging from health services to education and the provision of community facilities. As such, community upliftment and awareness in matters of gender, HIV/AIDS/communicable diseases are of importance here.

6.2.1. BROAD BASED COMMUNITY NEEDS (LIMITED TO 3 PRIORITY PROJECTS PER WARD)

Table 39: Three Priority Projects per Ward

WARD	PRIORITY NEEDS
01	1. Cooperative Support 2. Ploughing of fields 3. Opening of Access Roads
02	1. Willem - Retravelling of Access Road 2. Cooperative Support 2. Ploughing of fields
03	1. Thaleni/Vimbimbobo Phase 3 Electrification Project 2. Malunga/Sidashi Electrification Project 3. Ploughing of fields
04	1. Ngwegweni - Retravelling Of Access Road 2. Maphumulo Electrification Project 3. Mthandanhle Creche
05	1. Nkungumathe Sportsfield 2. Sinqobile Location - Pothole patching, storm water upgrade, humps, road signage and road safety features 3. Sakhile Location - Pothole patching, storm water upgrade, humps, road signage and road safety features
06	1. Mqubeni Creche 2. Cooperative Support 2. Ploughing of fields
07	1. Cooperative Support 2. Ploughing of fields 3. Openening of Access Roads
08	1. Mandathane - Retravelling Of Access Road 2. Cooperative Support 3. Ploughing of fields
09	1. Ezibondweni - Retravelling Of Access Road & causeway 2. Nhloshane Phase 3 Electrification Project 3. Bangamanzi / Ezibondweni Electrification Project

10	1. Madlozi Creche 2. Mvutshini/Madlozi Electrification Project 3. Ploughing of fields
11	1. Cuphuchuku Electrification Project 2. Cooperative Support 2. Ploughing of fields
12	1. Cooperative Support 2. Ploughing of fields 3. Opening of Access Roads
13	1. Cooperative Support 2. Ploughing of fields 3. Opening of Access Roads
14	1. Cooperative Support 2. Ploughing of fields 3. Opening of Access Roads

The above table depicts the three key priorities per ward but a common thread throughout all the wards are as follows:

- ⇒ Housing
- ⇒ Land for Housing
- ⇒ land for burial
- ⇒ Employment opportunities
- ⇒ Water and Sanitation
- ⇒ Storm Water Drainage

Community Needs per Ward

Services	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	Ward 12	Ward 13	Ward 14
Electricity and infills	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Roads	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Access Roads	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fencing of Community Gardens, Cemeteries and Grazing Land	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Skills Development Facilities / FET	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Study Assistance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cooperatives Support	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Disaster Relief Programmes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Agricultural Support Programmes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Care Givers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Trainings / Awarenesses	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Causeways	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Job Creation and Opportunities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Service Centres	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Youth Programmes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Disability Support	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Pedestrian Bridge	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sidewalks	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

LED Market Stalls in Development Nodes	✓				✓		✓	✓	✓		✓			✓
Game-Reserve Development		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Recreation Parks	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ECD Crèche	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Telecommunication Network	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Maintenance of vacant sites					✓									
Shopping Complex					✓			✓	✓		✓	✓		✓
Streetlights / Appollos	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Solar Geysers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Removal of Alien Plants	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dipping Tanks	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Lightning Conductors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Water harvesting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tar Roads	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sports Programmes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cultural Programmes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Pension Paypoints Shelters	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ploughing of fields	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

The ticks (✓) indicates the Ward that needs the service

Detailed community needs per ward.

ISIGODI	NEEDS
WARD 01	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHTNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	
EZIBHEMBENI	LIGHTING CONDUCTORS
CHWEZI	SATELLITE POLICE STATION, SCS,
GOLOZELENI	COARSEWAY, SKILLS TRAINING
NKUNGUMATHE	NKUNGUMATHE ENVIRONMENTAL EDUCATION CENTRE, NKUNGUMATHE FUEL STATION, NKUNGUMATHE SHOPPING MALL,NKUNGUMATHE HEALTH CLINIC, NKUNGUMATHE B FET COLLEGE
WARD 02	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHTNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	
MAGIDINI	NPO REGISTRATION ASSISTANCE
	ECD SITE ASSISTANCE, HALL
	ELECTRICITY INFILLS
MAGIDINI	WATER, ROAD D2298,
DAYINGUBO	WATER DRAIN, GRADER, TOILET
EMONA	FENCE FOR PLOUGHING FIELDS, TRACTOR
ECACANENI	AWARENESS CPMPAIGN, LED PROGRAMMES/TRAINING SPORTS ASSISTANCE

MABHUQWINI	NETWORK, CO-OPERATIVES, TRANSPORT, ZIBAMBELE PROJECT, HOUSING
NTATSHANA	REGRAVALLING, LIGHTNING CONDUCTORS, ECD SITE SUPPORT, ACCESS ROAD
WARD 03	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	
VIMBIMBOBO	WATER SHORTAGE, SPORTS FILED,
SIDUMUKA	ACCESS ROAD, SOCCER KITS, FENCING OF PLOUGHING FIELDS
NONGAMLANE	ART AND CULTURE PROJECT
THALANENI	ACCESS ROADS (THANDANANI, MBALI, THALATHULE, EKUKHANYENI, ENTABENI, THALANENI MISSION, NTUZUMA);
THOKOZA	TOYS, CRECHE FURNITURE, CAUSEWAY JOINING THEM BENI & THOKOZA
MANZAMYAMA	FENCING OF GRAVEYARDS & GARDENS, TOILET INFILLS
ENGWEGWENI	SPORTSFIELD, ACCESS ROADS,
WARD 04	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	
MTHANDANHLE	HALL, NETBALL GROUNDS, CAUSEWAY TO VUKA, CRECHE
ENTUTHUKWENI	FENCING OF GRAVEYARDS, CRECHE,
EMBIZWE	CAUSEWAY – KWAMGOMEZULU, SOCCER POLES, NETBALL POLES, SOCCER KITS
WARD 05	
	ECD SITE, ACCESS ROAD, D2238, CCG

	APHOLO, GRADE, LIGHTING CONDUCTORS.WATER,
EMATSHENEZIMPISI	TOILETS
EZUNGENI	ACCESS ROAD, SPORT GROUND
	ECD SITE, ACCESS ROAD, D2238, CCG
NQUNDU	COMMUNITY HALL, CLINIC, ACCESS ROADS, CAUSEWAY FROM NQUNDU TO CHOLWANE, CAUSEWAY FROM NQUNDU TO MANZAMYANA, FENCING OF GRAZING LAND, ELECTRICITY INFILLS, SPORTS GROUND
MPUNGOSE NORTH	CSC
CHOLWANE	HALL
WARD 06	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHTNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	
MANDABA	NETWORK, REGRAVELLING OF ROAD – L645, CRECHE
MABENGELA	SPORTS CENTRE, LIBRARY, CWP, CRECHE, REGRAVELLING OF ROAD – D1624, CAUSEWAY FROM MABENGELA TO MADIYANE, WATER, APPOLLO, CLINIC
VUMANHLAMVU	CRECHE,
NDWENI	WATER, REGRAVELLING OF ROAD, SPORTS GROUND,
MATHIYA	REGRAVELLING OF ROAD, LIBRARY, CWP
WARD 07	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHTNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	
	SCHOOL FOR DEAF,
NYAWOSHANA	CO-OPERATIVES, ELECTRICITY

HLWEHLWE	CO-OPERATIVES, WATER, ACCESS, CCG, ACCESS ROAD
MAQHASHIYA	ROAD, ELECTRICITY, NETWORK, YOUTH PROGRAMMES, JOB OPPORTUNITIES
WARD 08	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHTNING CONDUCTORS, APPOLLO	
NTSHOKELA	BRIDGE
GUBAZI	EMAROMENI
CORRIDALE	ACCESS ROAD, ECD SITE, DRILLING PIPE, CLINIC,
WARD 09	
	FENCING OF FIELDS
MATIKWE	COARSEWAY
NHLOSHANA	ELECTRIFICATION, WATER TAPS
BANGAMANZI	WATER
NKOMEZIPHANSI	PRIMARY SCHOOL, WATER, GRADER, SCHOL TRANSPORT
WARD 10	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHTNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	
WARD 11	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHTNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS	

WARD 12	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS, GUARD RAILS P90, SHOPPING COMPLEX, GAME RESERVE,	
MVUTSHINI	ROAD
PHOLELA	RDP HOUSES, CLINIC,
	WATER, ECD SITE SUPPORT
	ACCESS ROAD
	TRACKERS
AMASOLOSULO	ACCESS ROAD
EZIJIBENI	ACCESS ROAD
HLONGWANE	REGRAVELLING OF ROAD
IZIGQOZA	CLINIC, COMMUNITY HALL
WARD 13	
PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS, COOPERATIVE SUPPORT, TRAINING FOR OLD PEOPLE	
HLWANE	WARD COMMITTEE,
MWANE	CAUSEWAY TO HLWANE, STORM WATER PIPES
MTHUNGWENI	COMMUNITY HALL
WARD 14	

PENSION SITE, NETWORK, COMMUNITY HALL, ECD SITE, LIGHNING CONDUCTORS, APPOLLO, RDP, ELECTRICITY INFILLS, TOILET INFILLS, ACCESS ROADS, SPORTSGROUNDS, PLOUGHING OF FIELDS, FENCING OF GRAZING LAND, FENCING OF GARDENS, COOPERATIVE SUPPORT, TRAINING FOR OLD PEOPLE	
EMACHUBENI	ACCESS ROAD
EGOQWENI	ACCESS ROAD
	CO-OPERATIVES,
	ELECTRICITY INFILLS
EZIMBIDLA	IZINDLU
	OGANDAGANDA, UBUYELWA AMADLELO
	ACCESS ROAD, HALL
EZINDLOZI	OGANDAGANDA, FENCING
OTHUKELA	OGANDAGANDA, FENCING, ELECTRICITY, ACCESS ROAD
	HOUSES, ACCESS ROAD, PROMOTION OF LOCAL ARTIST
TOLWANE	CLINIC, ACCESS ROAD
	MAINTAINANCE OF MUNICIPAL FACILITIES AT NXAMALALA

Community needs Budgeted for in 2017-2022

Priority Issue	Departmental Objectives	Measures		Project Information			Programme Budget (R 000)					
		Output	Outcome				Funding source/ Funding	Year 1: 2017/18	Year 2: 2018/19	Year 3: 2019/20	Year 4: 2020/21	Year 5: 2021/22
				Project Name	Project Description	Ward			Budget	Budget	Budget Estimate	Budget Estimate
	(Access Roads)											
CAPITAL PROJECTS (Roads &				Nkethabaweli	Road re-gravelling and storm water features	3	MIG	R2 670	1 500			
				Nkomeziphansi	Road re-gravelling and storm water features	9	MIG	R3 350				

	Monitor and facilitate the implementation of all capital projects planned for Nkandla	Number of capital projects implemented	Number of roads completed and handed over to community for use									
				Ntshiza	Road re-gravelling and storm water features	8	MIG	R478				
				Esakhile Access Roads	Completion of Esakhile surfaced Access Roads	5	MIG	R3 220				
				Ediphini gravel roads & causeway	Completion of construction	4	MIG	R1 437				
				Nsuze/ Ngomankulu	Retention for the bridge and gravel road	11	MIG	R618				
				Esikhwane (3.5kms)	Road re-gravelling and storm water features	12	MIG					R3 000

				Vimbimbobo (3.0 kms)	Road re-gravelling and storm water features	3	MIG		R3 000			
				Thalaneni (4kms)	Road re-gravelling and storm water features	4	MIG				R4 000	
				Mandathane (4 kms)	Road re-gravelling and storm water features	8	MIG			R1 500		
				Willem (4)	Road re-gravelling and storm water features	2	MIG			R1 500		
				Bangaman zi (4kms)	Road construction and storm	9	MIG				4 000	

					water features							
				Kwa Gugu (3 kms)	Road re-gravelling and storm water features	12	MIG					R3 500
				Ezibondweni gravel road & causeway	Road construction with storm water features, and causeway	9	MIG			4 100		
				Ngwegweni Access Road	Road construction with storm water features, and causeway	4	MIG			3 000		
				Nhlababo/Ma qhashiya/Ehla batini access roads	Road construction with storm water features, and causeway	7	MIG				R12 500	
SUB-TOTAL								R11 770	R11 000	R7 000		R3 500

CSCs and Community Halls

			Number community	Nhloshana CSC (180m²)		9	MIG		R3 500			
--	--	--	------------------	-----------------------	--	---	-----	--	--------	--	--	--

	Number of capital projects implemented	Number of roads completed and handed over to community for use	facilities completed and handed over to community for use	Amazoni Comm Hall (80m²)		2	MIG		R2 000			
				Ezindumeni Comm Hall (80m²)		2	MIG					3030
				Ndatshe CSC 180(m²)		1	MIG		R3 500			
				Vumanhlamvu CSC Phase 2 (180m²)		6	MIG	R3 000			2 500	
				Maphuthu CSC (180m²)		10	MIG			R4 000		
				Mfongosi Comm Hall (80m²)		9	MIG		R3 300			
				Mtshwili Comm Hall (80m²)		11	MIG		R2 000			
				Zungeni Comm Hall (80m²)		5	MIG		2 324			
				Mathiya Comm Hall (80m²)		6	MIG		2 000			
				Nhlababo CSC (180m²)		7	MIG	R3 703				
				Nqundu Comm Hall (80m²)		5	MIG				R4 500	

				Ngomankulu Comm Hall (80m²)		11	MIG				R4 500	
				Emakhanyezi Comm Hall (80m²)		7	MIG					R5 000
				Makhendle Comm Hall (80m²)		6	MIG				R5 000	
				Mabhuqwini CSC (180m²)		2	MIG		3 300			
				Ezintinini Comm Hall (80m²)		7	MIG					R5 000
				Entshiza Comm Hall (80m²)		8	MIG					R5 000
				Khabela Comm Hall (80m²)		3	MIG		3 300	4 000		
				Mpungose North CSC (180m²)		05	MIG				R5 500	
SUB-TOTAL								R9 733	R20 000	R8 000	R19 500	R25 000

SPORTS CENTRE

Number of capital projects implemented	Number of sports facilities completed		Mabengela Sports Centre/Creche (m²)	Constructed +/-120m²	6	MIG					R3 500	
--	--	--	--	-------------------------	---	-----	--	--	--	--	--------	--

	and handed over to community for use			building to cater for sports and ECD activities							
			Mqubeni Creche	Constructed +/-137m ² building to cater for ECD activities	6	Internal sources			R0.450m		
			Madlozi Creche	Constructed +/-137m ² building to cater for ECD activities	10	Internal sources			R0.450m		
			Mthandanhle Creche	Constructed +/-137m ² building to cater for ECD activities	04	Internal sources			R0.450m		
SUB-TOTAL									R1 350		

**SPORTS
GROUNDS**

			Nkungumathe Sportsfield	Upgrading of the soccer pitch,				R3 060	R6 440		
--	--	--	-------------------------	--------------------------------	--	--	--	--------	--------	--	--

					installation of grand stand, renovation of ablution facilities, provision of new gymnasium, installation of mast lights, provision of practice soccer field							
	Number of capital projects implemented	Number of square meters of sports facilities completed and handed over to community for use		Ekukhanyeni (m²)	Graded soccer pitch, netball pitch, running track, ablution, installation of galvanized poles, fencing)	4	MIG/DSR		R2 000			
	Number of capital projects implemented	Number of square meters of sports facilities completed		Ophindweni (m²)	Graded soccer pitch, netball pitch, running track, ablution, installation of galvanized	11	MIG/DSR		R2 000			

		and handed over to community for use			poles, fencing)							
	Number of capital projects implemented	Number of square meters of sports facilities completed and handed over to community for use	Number of capital projects implemented	Ndweni (m²)	Graded soccer pitch, netball pitch, running track, ablution, installation of galvanized poles, fencing)	6	MIG/DSR		R2 500			
	Number of capital projects implemented	Number of square meters of sports facilities completed and handed over to community for use	Number of capital projects implemented	Ntingwe (m²)	Graded soccer pitch, netball pitch, running track, ablution, installation of galvanized poles, fencing)	12	MIG/DSR		R2 675			
	Number of capital projects implemented	Number of square meters of sports facilities	Number of capital projects implemented	Nongamlana (m²)	Graded soccer pitch, netball pitch, running track, ablution, installation	3	MIG/DSR		R2 675			

		completed and handed over to community for use			of galvanized poles, fencing)							
	Number of capital projects implemented	Number of square meters of sports facilities completed and handed over to community for use	Number of capital projects implemented	Maphuthu (m²)	Graded soccer pitch, netball pitch, running track, ablution, installation of galvanized poles, fencing)	10	MIG/DSR		R2 675			
	Number of capital projects implemented	Number of square meters of sports facilities completed and handed over to community for use		Nomanci (m²)	Graded soccer pitch, netball pitch, running track, ablution, installation of galvanized poles, fencing)	7	MIG/DSR				R3 000	
		Number of square meters of		Jabavu (m²)	Graded soccer pitch, netball pitch, running	12	MIG/DSR				R3 000	

	Number of capital projects implemented	sports facilities completed and handed over to community for use			track, ablution, installation of galvanized poles, fencing)							
				Pholela (m²)	Graded soccer pitch, netball pitch, running track, ablution, installation of galvanized poles, fencing)	9	MIG/DSR				R3 000	
SUB-TOTAL									R34 945	R22 834	R9 000	

ACCESS ROADS UPGRADING PROGRAMME (ARUP)

	Provide safe and appropriate roads and storm water networks to urban and rural areas of the municipality	Number of kilometers of safe roads	Number of improved accessibility and safe roads between areas	In the whole of Nkandla Area	Existing roads blading and levelling	All 14 Wards (kms)	Internal revenue	R833	R2 000	R2 500	R3 000	R3 500
See annexure A												
SUB-TOTAL								R833	R2 000	R2 500	R3 000	R3 500

Annexure B

TOWN ROADS MAINTENANCE and UPGRADING PROGRAMME

TOWN ROADS MAINTENANCE and UPGRADING PROGRAMME

Provide safe and appropriate roads and storm water networks in Nkandla Town	Number of kilometers of safe road	Number of improved and well-maintained accessibility	CBD (kms)	Pothole patching, storm water upgrade, humps, road signage and	5	Internal revenue					
---	-----------------------------------	--	-----------	--	---	------------------	--	--	--	--	--

		and safe roads in town		road safety features							
			Sinqobile Location (kms)	Pothole patching, storm water upgrade, humps, road signage and road safety features	5	Internal Revenue	R1 000	R1 500	R2 000	R2 500	R3 000
			Sakhile Location (kms)	Pothole patching, storm water upgrade, humps, road signage and road safety features	5	Internal Revenue					
			SUB-TOTAL				R1 000	R1 500	R2 000	R2 500	R3 000

Annexure C
COMMUNAL CAUSEWAYS

COMMUNAL CAUSEWAYS

Ensuring the community safety	Number of communities provided with	Number of causeways or	Whole of Nkandla	Provision of +/-5m long and 3m wide	All 14	MIG			R11 000	R12 000	R13 000	R14 000
-------------------------------	-------------------------------------	------------------------	------------------	-------------------------------------	--------	-----	--	--	---------	---------	---------	---------

by providing safe river crossings	causeways or crossings	crossings provided	Municipal Area	river crossing for community use	war ds						
SUB-TOTAL								R11 000	R12 000	R13 000	R14 000

6.2.2. EDUCATION

According to Stats SA 2011 Census, only 9% of the population has completed primary level education with 35% having dropped out before completion. With regard to Secondary education, only 13% has completed a matric level education with 26% having some secondary education. A very small percentage of 0.1% has further their education to a tertiary level. The graph below highlights the above-mentioned levels of education.

The spatial footprint of Education Facilities is closely related to the settlement patterns within the Municipality. Nkandla has 137 schools sparsely distributed within its jurisdiction (refer to plan below). As indicated in the table below, there are 97 (71%) primary schools, there are 113 community based ECD sites (crèches) in all 14 wards and 40 (29%) secondary schools found within the Local Municipality. There is one Tertiary institution (Mfolozi Nkandla)

Table showing Education Facilities

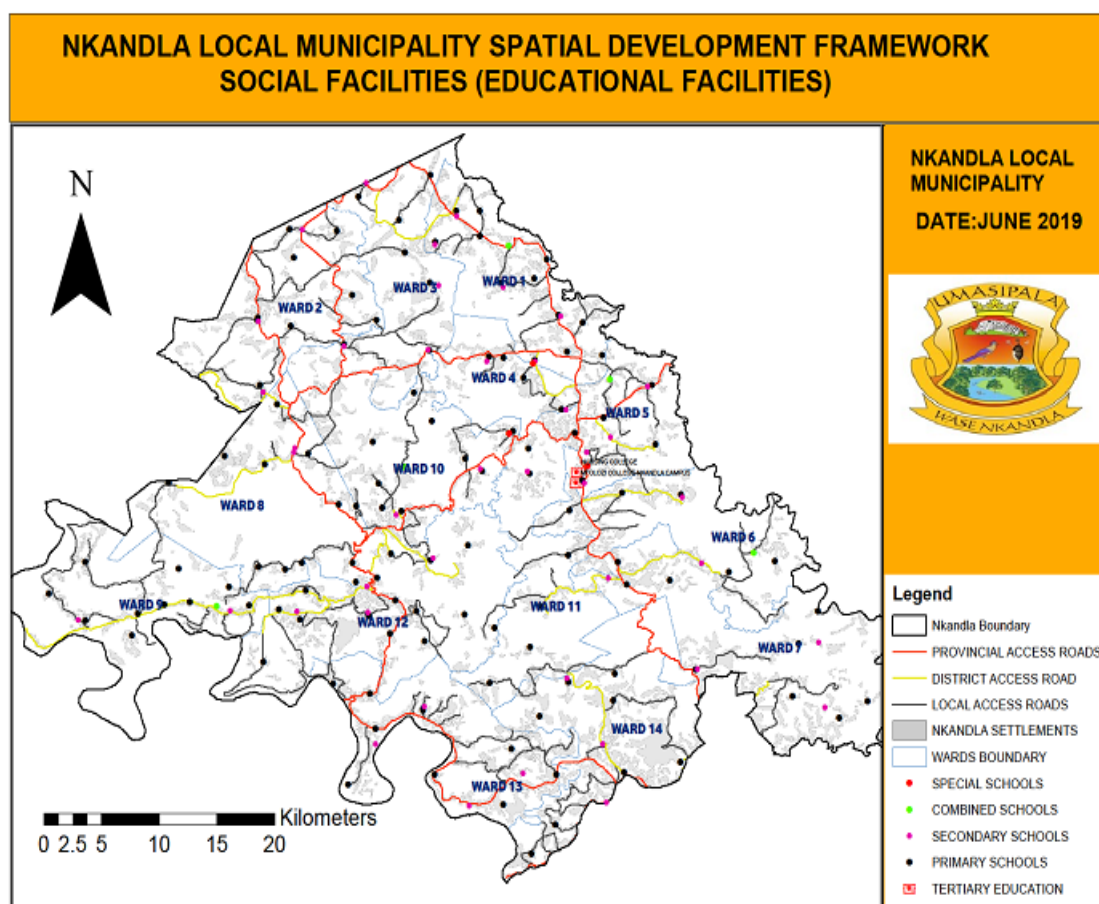


Table: Level of Education Table

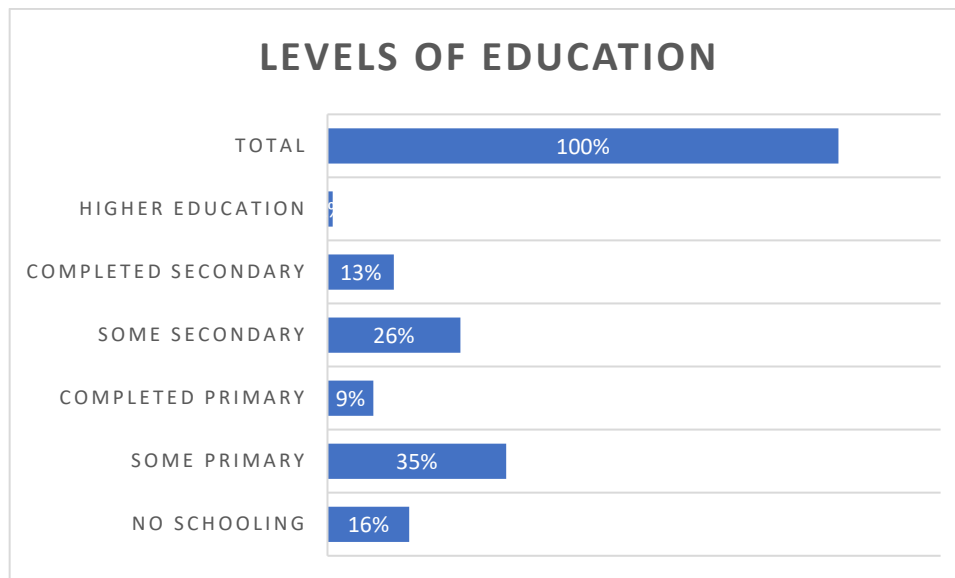


Table 4: Number of Education Facilities

The spatial footprint of Education Facilities is closely related to the settlement patterns within the Municipality. Nkandla has 122 Primary Schools, 42 Secondary Schools, 5 Combined Schools, 3 Special Schools and 2 Tertiary Educational Facilities which are sparsely distributed within its jurisdiction (refer to plan below). As indicated in the table below, there are 70% primary schools, 24% secondary schools, 3% combined schools, 2% special schools and 1% tertiary education facilities found within the Local Municipality.

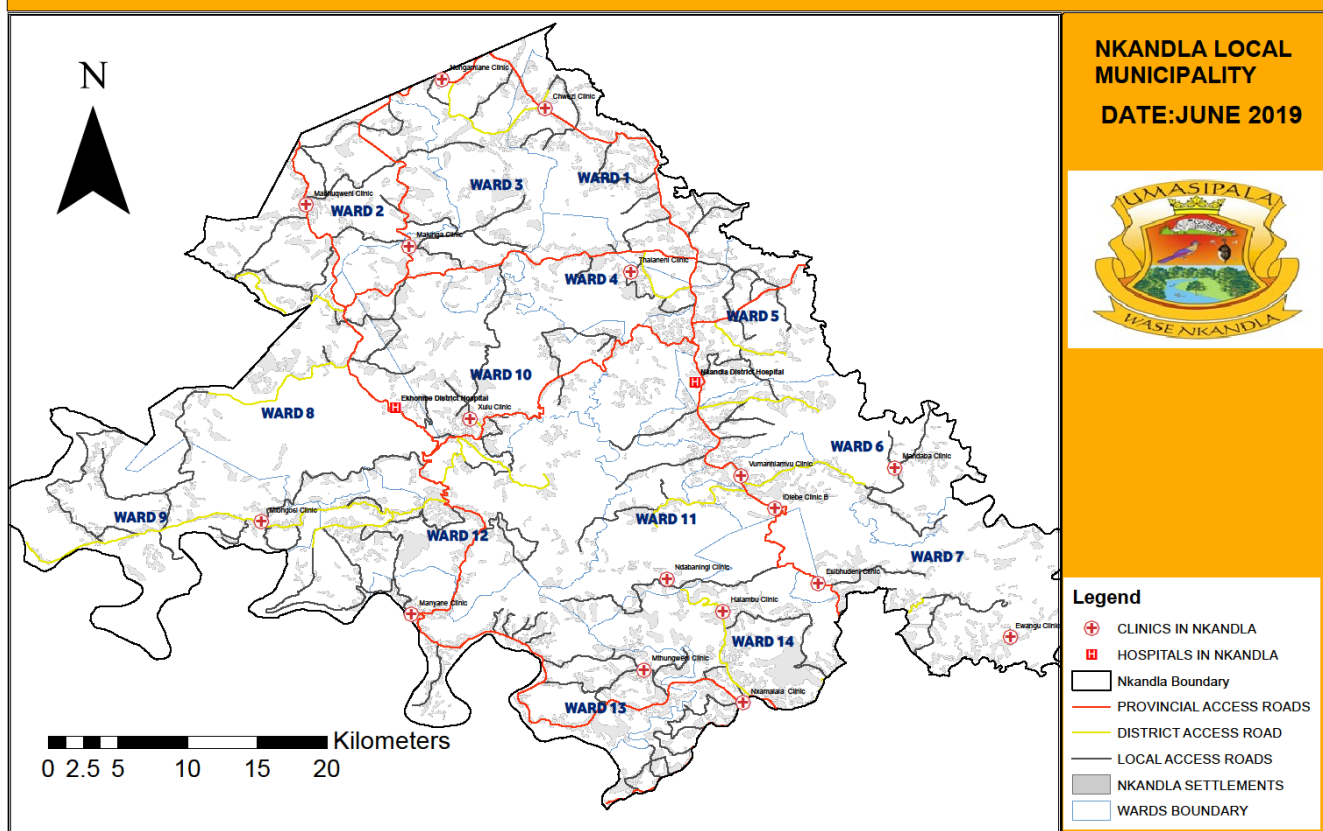
TABLE 5: NUMBER OF EDUCATION FACILITIES

School Type	Number of Schools
Primary Schools	122
Secondary Schools	42
Combined Schools	5
Tertiary Schools	2
Special Schools	3
Total	174

6.2.3. HEALTH

The Map below depicts the location of each health facilities. It can be seen on the plan that most facilities are located towards the centre of the Municipality with large ward such as ward 9, only being serviced by 1 health facility.

NKANDLA LOCAL MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK SOCIAL FACILITIES (HEALTH FACILITIES)



Facilities are fairly evenly spread along main access routes. The periphery of the municipality is not well serviced by clinics, either from within the Municipality.

It seems the greatest need for a clinic is on the border of wards 12 and 10, as well as in ward 9 to the west of Ntumeni.

The number of individuals who are infected with HIV/AIDS continue to pose a major challenge to the Municipality. Therefore, without proper nutrition, health care and medicine that is available, large number of people suffer and die from AIDS related complications. This has a direct impact on economic growth due to the decrease in human capital.

6.2.4. SAFETY AND SECURITY

Inadequate police presence, lack of police stations in rural areas needs to be addressed as there are 2 major police stations and 2 satellite police stations in Nkandla. The Municipality has a Traffic unit which assists in ensuring municipal bylaws are adhered to. A Municipal Pound is in the process of being developed. The Municipal Pound bylaws were adopted by Council during the 2018/2019 Financial year. The Municipal Pound has been budgeted for in the 2019/2020 Financial Year.

6.2.5. NATION BUILDING

Values to be espoused by Nkandla Municipality in the quest for social cohesion and nation building Guided by Ubuntu which underlies democracy.

- Respect for human life and dignity
- Promote responsible freedom, the rule of law and democracy
- Improve material well-being and economic justice
- Enhance Sound family and Community values
- Uphold honesty, integrity and loyalty.

6.2.6. COMMUNITY DEVELOPMENT (VULNERABLE GROUPS AND YOUTH DEVELOPMENT)

6.2.6.1. YOUTH DEVELOPMENT

Nkandla has various programmes to assist the youth, this includes the developments of skills and knowledge for the youth to improve employment opportunities. This is achieved through internships and other community development programmes. Nkandla has set aside a budget for bursaries, sports and recreation, cooperatives and EPWP to ensure the development and employment of Nkandla Youth. Nkandla has 1 Youth development structure in each ward and 1 representing Nkandla comprising of 1 member in each ward.

6.2.6.2. DEVELOPMENT OF PEOPLE WITH DISABILITIES

The main component of the Social Security Programme implemented with-in Nkandla Municipal area is the distribution of social pensions which comprise a large part of the overall welfare budget. A number of pensions are included in this programme, most notably old age pensions, child support grants and disability grants. A key issue impacting on planning and development is the general dissatisfaction of pensioners regarding access to pension payment points, both in terms of location and number. The Social Welfare Services Programme is aimed at directly addressing social support needs at an individual, groups or community level. Social workers assist individuals and groups to address a variety of problems and situations, the focus being on the youth, elderly, victims of crime, people with disabilities, substance abuse, special needs such as HIV/AIDS, and women. Access to these services and programmes seems to be limited and not well coordinated.

In addition, there is a lack of alignment between various sectors including municipality with Social Development to have necessary impact (i.e. special programmes done by municipality but not aligned with Social Development and other stakeholders programme and projects).

6.2.6.3. DEVELOPMENT OF ELDERLY

The Municipality has an official which deals with the elderly under the special programmes unit. The elderly are assisted with walking sticks, wheel chairs and blankets.

6.2.6.4. DEVELOPMENT OF WOMEN

The municipality has special programmes to address the needs of marginalized groups, these, however focus predominately on “events” rather than sustainable developmental programmes. In addition there is no coordinated, integrated approach between the different stakeholders in their strategies and approaches and interventions regarding marginalized groups.

6.2.6.5. PEOPLE AFFECTED BY CRIME, HIV/AIDS, DRUGS, ETC

In South Africa, many programmes exist to reduce the spread of HIV and AIDS, but despite this, the infection rate is rapidly increasing. This increase in the infection rate is calling for renewed efforts from all South African citizens, organised formations and government bodies.

Nkandla municipality saw the need to develop a plan that will help it in its endeavours to fight against this disease. This strategic plan is envisaged to be a tool that will guide the municipality in co-ordinating efforts of all those that have committed their time, energy and resources to trying to reduce the impact of the disease.

Response to the epidemic requires the involvement of every member of our society. For all contributions to be effective, co-ordination communication and planning becomes a necessity and this document serves as a plan for such. Further, the struggle against HIV/AIDS needs all the sectors, formations and stakeholders of our society to be involved. Nkandla Municipality recognises these realities and is envisaging that everyone will work together in a co-ordinated approach for maximized efficiency and effectiveness in fighting against HIV and AIDS.

Nkandla municipality is one of the municipalities in our country that is hard hit with the high rate of unemployment about 52%. With HIV/AIDS affecting our municipality about 9000 people on ARVs, the following affects will be felt on the local:

- More money will have to be committed on buying drugs instead of investing it on job creation projects.
- The most productive members of the society are the ones that are highly infected with HIV/AIDS. This impacts on production levels within the area and this has an impact on economic development of the municipality.

More money will have to be dedicated to capacitating communities on survival and preventative skills. Fewer funds will be available as investment on capital projects that have a potential of improving living conditions of the citizens of the municipality

6.2.6.1. EARLY CHILDHOOD DEVELOPMENT

Early Childhood Development

The municipality in conjunction with UNICEF embarked on a research that led to the development of Local ECD Strategy on children matters. Nkandla Municipality with its council is committed to the implementation of the ECD strategy.

The partnership between the municipality and Department of Social Development is ongoing with regards to Early Childhood Facilities:

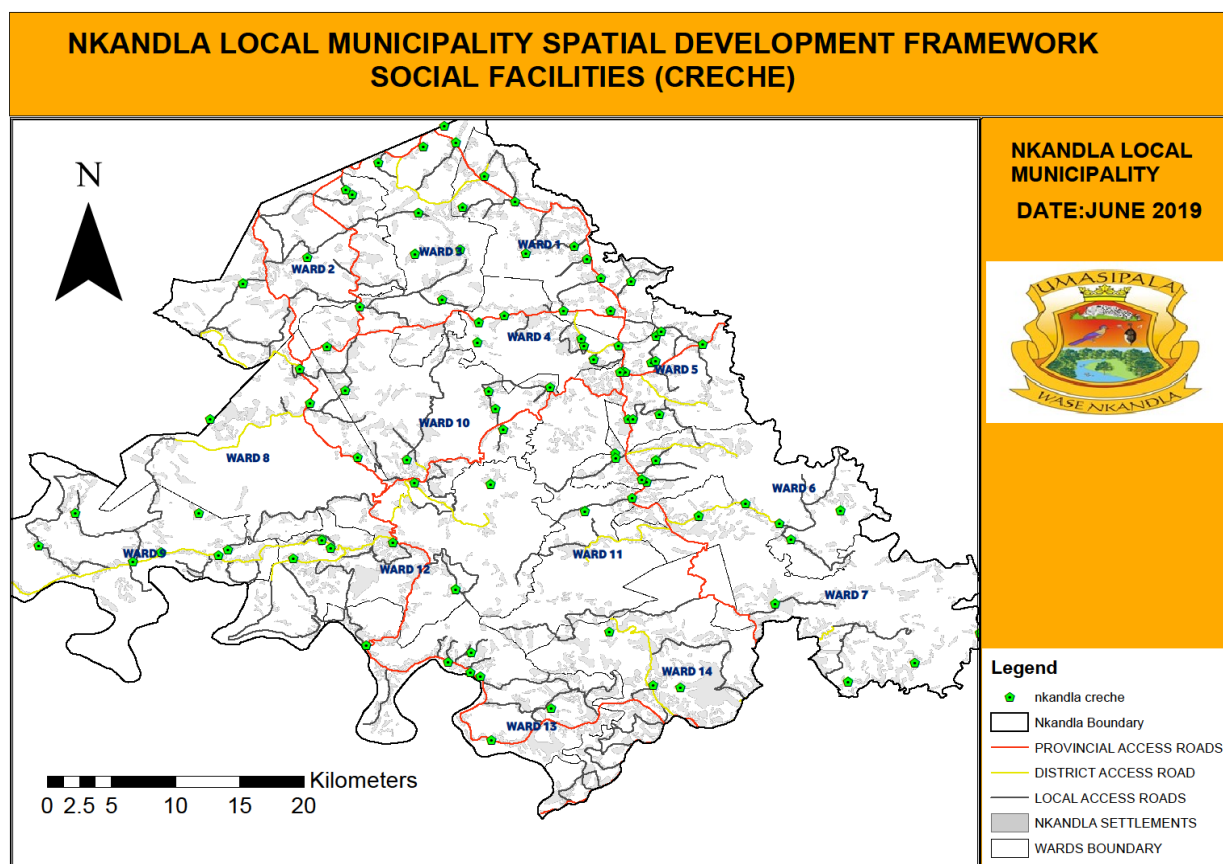
Development Objective	ECD Projects	Budget
To promote self-sustenance through capacitating Nkandla's community, with emphasis on vulnerable groups	Capacitating ECD Practitioners	Operational Budget
	Implementation of OVC Program	
	Building of Infrastructure for ECD	Operational Budget

Nkandla Municipality has 113 creches that are registered with DSD. Nkandla supports some of these creches by training the educators and buying furniture and toys for the learners. Nkandla Municipality has budgeted an amount of R1 350 000.00 to build 3 creches.

Nkandla ECD Projects 2019/20

Ward	No of creches	Creches to be built in 2019/2020	Budget
1.	11		
2.	06		
3.	12		
4.	12	Mthandanhle	R 450 000.00
5.	11		
6.	10	Mqubeni	R 450 000.00
7.	05		
8.	04		
9.	09		
10.	08	Madlozi	R 450 000.00
11.	05		
12.	11		
13.	04		
14.	03		

Map : Nkandla Early Childhood Development Centres



6.2.6.1. SUKUMA SAKHE

Operation Sukuma Sakhe

Operation Sukuma Sakhe (OSS) is a strategy to integrate departmental programmes and deliver jointly on outcomes since success depends on the cooperation of several departments. It has ensured that services are brought together at the level of communities in the wards and empowers communities to discuss with various government officials who do not necessarily work at ward levels in a venue designated as “WAR ROOM.” This strategy has been implemented to coordinate the efforts of various sectors and mobilize society for a common purpose.

Operation Sukuma Sakhe has the 'whole of Government's approach as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government. Therefore, delivery of services is required through partnership with the community, stakeholders and government. Nkandla Municipality has ensured that all 14 ward committees together with ward councillors do participate in this program through the formation of war rooms at ward level.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 14 National Outcomes. The program encourages the social mobilization where communities have a role, as well as the delivery of government services in a more integrated way. The Government has structured programs which

need to get as deep as to the level of the people they are serving. This is at ward level, translating to all 10 wards and all households within the Nkandla area of jurisdiction. The KwaZulu-Natal provincial government humbly accepts that it cannot achieve this alone, but needs the community's hands in building this nation together.

Improved Community Involvement

To ensure that community involvement is improved the following will be undertaken:

- ⇒ IDP Road-shows, two to three per ward depending on size of ward are held, and will continue to be held annually;
- ⇒ Monthly ward committee meetings with support from ward committee clerks;
- ⇒ Use of local newspapers (Advertiser and East Griqualand Fever) for placing of public notices;
- ⇒ The Council meetings are open for members of the public to attend.
- ⇒ IDP related programmes are published in the quarterly NKANDLA Newsletter
- ⇒ Regular up-dating of the website and utilization of it as medium of communication, and to encourage participation.
- ⇒ Public notices located within strategic locations of the municipality.
- ⇒ IDP Alignment Stakeholder Forum meetings
- ⇒ Nkandla Municipality publishes its Annual Report.

6.2.6.1. SOCIAL DEVELOPMENT SWOT ANALYSIS

Table 42: Social Development SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ⇒ The fight against HIV/AIDS is handled in a co-ordinated manner by government departments and NGO's; ⇒ War room attendance ⇒ Operational Sukuma Sakhe Programme an ongoing success in terms of meeting with relevant key role players on monthly basis; ⇒ Supervisors and staff who are willing to go an extra mile ⇒ Department of Public Works Funding ⇒ Innovation ⇒ Good relations with the Civic organizations ⇒ Well trained Fire and Traffic Officials 	<ul style="list-style-type: none"> ⇒ Poorly maintained public facilities, including ⇒ Cemeteries and open spaces. ⇒ Ageing equipment; ⇒ Unreliable fleet ⇒ Some of the health facilities lack essential services; ⇒ High illiteracy rate; ⇒ Low personal and households' income levels; ⇒ Schools in the rural areas are under resourced; ⇒ Poor response to crimes or reported incidents; ⇒ Outdated police equipment; ⇒ Shortage of staff (Level 2, supervisors, resignations, deceased. ⇒ Management of libraries and traffic by province and the municipality ⇒ Insufficient supervision due to lack of supervisors ⇒ Shortage and aging of work equipment
OPPORTUNITIES	THREATS

<ul style="list-style-type: none"> ⇒ Building more schools and tertiary facilities; ⇒ Opportunity to liaise with the Department of Education, Department of Social Services and other stakeholders to improve the level of education; ⇒ Upgrade of facilities and equipment. ⇒ Libraries are funded by the province and therefore more equipment can be purchased ⇒ Province is prepared to fund EPWP projects ⇒ Province can fund the disaster and traffic station ⇒ More revenue from by- law enforcement ⇒ Nkandla can be the cleanest town ⇒ LED through recycling 	<ul style="list-style-type: none"> ⇒ Increase in HIV /AIDS Deaths; ⇒ Low personal and households' income levels will increase poverty levels; ⇒ Increase in theft / robbery; ⇒ Low level of education limits the ability of absorbing new skills and effectively compete for higher paying jobs; ⇒ Failure to maintain the landfill site ⇒ Illegal dumping by community ⇒ Severe weather (Drought, Snow, Fire) ⇒ Closure of the traffic station ⇒ Eviction of the fire section from traffic station ⇒ Road accidents and crime
---	--

7. KPA: FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

Summary of 2019/2020 Budget

7.1 SUMMARY OF 2019/2020 BUDGET

The total Budget for the Municipality for 2019/20 financial year is R206.5 million, and with this budget, the Municipality is planning to address issues that really affect the people of Nkandla.

The Municipality has been able to attract investors through good governance and conducive environment. KFC, FET College, Shoprite Stores and Sasol Fuel Station have been opened whilst the Engine Fuel Station and the shopping Mall are amongst the developments on the pipeline for business people, government departments and community of Nkandla at large.

Nkandla municipality is a grant dependant municipality and therefore has limited financial resources to meet all the basic service delivery needs. In light of this, spending on all non – core activities have been minimised.

The ratepayers made a number of comments in terms of continued outages in town. This happens at a time where the municipality are at loggerheads with each other with regards to huge debts, illegal connections and other irregularities relating to electricity usage. The communities have responded positively to the initiative to enhance revenue and enforcement of credit control and debt collection. There is an allocation of R51.1 million for the provision of new and renewal infrastructure mostly in areas of Amakhosi, i.e. outside the town. Some of these projects are already at the implementation stage.

7.2 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The municipality strives to be realistic in budgeting given its revenue streams. This is reflected by the following ratios calculated using the 2017/18 Audited Financial Statements.

Financial Ratios

1. Capital Expenditure to Total Expenditure:

25%The norm range between 10% and 20%. A ratio of more than 20% reflects higher spending on infrastructure and acceleration in service delivery, but could also hold financial sustainability risks if the infrastructure does not include both economic (revenue generating) and social type infrastructure. The environment of the municipality should be considered when assessing the level of Investment in Assets.

2. Repairs and Maintenance as a % of Property, Plant and Investments Property (Carrying Value)

The Ratio measures the level of repairs and maintenance to ensure adequate maintenance to prevent breakdowns and interruptions to service delivery. Repairs and maintenance of municipal assets is required to ensure the continued provision of services. The norm is 8%. The municipality's ratio is 1.6% and this is due to most of its PPE being land. The budget being set aside continuous increases over the MTREF.

3. Collection Rate

The Ratio indicates the collection rate; i.e. level of payments. It measures increases or decreases in Debtors relative to annual billed revenue. In addition, in order to determine the real collection rate bad debts written-off is taken into consideration. The norm is 95%. Nkandla Municipality's collection rate is 90% as per 2017/18 Audited AFS. This is a reflection that revenue collection of the municipality requires urgent attention and corrective measures should be implemented. The municipality should aim at achieving a collection rate of more than 100% and to be more conservative the municipality has budgeted at a collection rate of 87% in 2019/2020.

Cash/ Cost Coverage Ratio (Excluding Unspent Conditional Grants)

The Ratio indicates the Municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month. The Ratio is adjusted for Unspent

Conditional Grants as the cash is not available for normal Municipal day-to-day operational expenditure but rather reserved for Grant related expenditure. The norm range between 1 month to 3 months. Our cost coverage is -0.1 which indicates that the municipality might be unable to fund its monthly fixed operational expenditure and to continue rendering services.

5. Current Ratio

The Ratio is used to assess the Municipality's ability to pay back its Short-term Liabilities (Debt and Payables) with its Short-term Assets (Cash, Inventory, Receivables). The norm range between 1.5 to 2:1. A ratio of 0.45 was achieved by Nkandla Municipality suggesting that the Municipality would be unable to pay all its current or short-term obligations if they fall due at any specific point. This is indicative that, serious financial challenges and likely liquidity problems i.e. insufficient cash to meet short-term financial obligations. Current assets must therefore be increased to appropriately cover current liabilities otherwise there is a risk that non-current assets will need to be liquidated to settle current liabilities.

6. Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating Expenditure)

The ratio measures the extent of Remuneration to Total Operating Expenditure. The norm range between 25% and 40%. The municipality's ratio is 39% which is within the norm.

7.3 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)

The municipality has an indigent support register which is updated annually. There are 1 255 approved applicants for the 2019/2020 financial year each receive 50Kwh of electricity every month. It is envisaged that this number will increase to 1 500 households.

The municipality has an adopted indigent policy that is reviewed annually. To ensure that the municipality provides free basic services to needy citizens, the municipality reviews its indigent register on a quarterly basis. This helps the municipality to determine the financial needs and use this information for Financial Plan and Budget provision to cater for the cost of providing Free Basic Services to registered Indigents. To date, the municipality is successfully implementing the Indigent Policy. The table below reflects the financial plan and budget provision for the cost of providing Free Basic Services to the registered indigent.

Table: Budget for Free Basic Services

	2014	2015	2016	2017	2018	2019	2020
Free Basic Energy	R563 270	R718 809	R1 280 174	R885 000	R1500 000	R1600 000	R1700 000
Rebates			R2 798 000	R2 243 000	R4 516 000	R4 778 000	R5 053 000
Refuse					R64 000	R67 000	R71 000

The municipality will continue on performing data cleansing, to assist in updating the register as the client status of living changes.

7.4 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

Publicity Drive

The municipality developed a Revenue Enhancement Strategy which is adopted, implemented and reviewed annually.

There is a continued publicity drive to educate consumers on the importance of paying for their accounts. The ease with which the municipality handles feedback from the community is also a priority. Communication is key and must flow both ways for the Municipality to provide better services.

Government Debt

The Municipality has been in close engagement with Government to realise all outstanding debt. This has proven to be a success and all Government departments are honouring their monthly payments. The problem with them not getting the monthly statements has been sorted and as a result the municipality send monthly statements to government departments via emails. All government departments that have not honoured their monthly payments will be given 7 days' notice to disconnect services; services will only be reconnected upon full payment of the outstanding amount.

Business Debt

All businesses that have not honoured their monthly payments will be given 7 days' notice to disconnect services; services will only be reconnected upon full payment of the outstanding amount. When disconnection of the Businesses takes place, an internal official will accompany the cut team to assist with disconnections and assess what is the actual reason why the businesses are not responding to debt collection notices. The internal official will interact with the client while at the premises for all relevant details that has to be updated and encourage the client to come into the office for the payments and to make arrangements.

Revenue from traffic Unit

Revenue from traffic Unit may come in handy to change the revenue profile of the Municipality. It must however be understood that revenue collected from Traffic Unit come with it serious conditions that may be difficult to fulfil from the current budget. Residence generally starts to feel the tax burden imposed on them and now begin to realize they are entitled to services. E.g. better and serviced roads. Traffic function has already proven to be a real potential revenue source. Due to the fact Nkandla Local Municipality is largely rural municipality with no developed road infrastructure; revenue may be limited to licenses and permits. To a very large extent, the Municipality is curtailed by the minimal powers and functions allocated.

The introduction of the learner's license, driver's license and testing and licensing of vehicles will add substantial revenue. We may not at this stage correctly predict the total revenue figure but it may run into 1 to 2 million.

7.5 MUNICIPAL CONSUMER DEBT POSITION

The municipality follows debt collection processes in recovering monies due on outstanding debtor's accounts. Interest is levied on all arrear accounts as per Credit Control and Debt Collection Policy. Follow up is done and this makes it easy to identify customers who defaulted on their arrangements. A 50% down payment is requested before signing of an Acknowledgement of Debt for the first time, and once defaulted a 50 % is required on the outstanding balance. Delivering of Seven Day Notices, Disconnections as well as Reconnections is done in-house by electrical department.

Table: Debt Age Analysis

	2014/15	2015/16	2016/17
90 Days Plus	R608 697	R874 127	R468 000
30 – 60 Days	R10 049 640	R8 544 105	R10 775 000
Total Debt	R10 658 337	R9 418 232	R11 243 000

7.6 CONDITIONAL AND UNCONDITIONAL GRANTS

Table: Conditional Grants and subsidies

KZN286 Nkandla - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		85 067	83 143	87 545	91 479	91 479	91 479	101 747	105 347	111 453
Local Government Equitable Share		82 242	79 169	82 435	86 797	86 797	86 797	96 903	102 480	108 586
Finance Management		1 800	1 825	1 900	1 970	1 970	1 970	2 435	2 867	2 867
EPWP Incentive		1 025	2 149	3 210	2 712	2 712	2 712	2 409	-	-
Other transfers/grants [insert description]										
Provincial Government:		553	1 064	1 549	4 916	4 916	4 916	4 950	6 279	5 635
Provincialisation of libraries		553	1 064	395	838	838	838	880	924	975
Community library Service				1 154	3 803	3 803	3 803	4 070	4 355	4 660
Spatial Development Framework Support					-	-	-	-	1 000	-
Nkungmathe Lodge					275	275	275			
Other transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total Operating Transfers and Grants	5	85 620	84 207	89 094	96 395	96 395	96 395	106 697	111 626	117 088
Capital Transfers and Grants										
National Government:		57 188	39 795	23 170	49 945	49 945	49 945	39 834	41 911	43 459
Municipal Infrastructure Grant (MIG)		22 188	21 795	23 170	22 445	22 445	22 445	22 834	23 911	25 459
Integrated National Electrification Programme		35 000	18 000	-	18 000	18 000	18 000	17 000	18 000	18 000
Ring-fenced Municipal Infrastructure Grant					9 500	9 500	9 500			
Other capital transfers/grants [insert desc]										
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total Capital Transfers and Grants	5	57 188	39 795	23 170	49 945	49 945	49 945	39 834	41 911	43 459
TOTAL RECEIPTS OF TRANSFERS & GRANTS		142 808	124 002	112 264	146 340	146 340	146 340	146 531	153 537	160 547

7.7 PROPOSED DRAFT TOTAL CAPITAL AND OPERATING BUDGET

The total approved capital and operating budget for 2019/2020 is at R56.2 million and R136.7 million respectively and this is tabled as follows:

KZN286 Nkandla - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1										
Revenue By Source											
Property rates	2	12 818	18 835	20 777	21 002	23 914	23 914	23 914	28 550	30 263	32 079
Service charges - electricity revenue	2	7 340	8 595	9 686	13 487	13 487	13 487	13 487	14 500	15 500	16 000
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	624	734	763	739	739	739	739	820	847	865
Rental of facilities and equipment		599	678	974	906	906	906	906	1 200	1 250	1 300
Interest earned - external investments		2 077	664	835	900	900	900	900	1 300	1 500	1 800
Interest earned - outstanding debtors		1 718	1 896	1 303	1 300	1 300	1 300	1 300	1 400	1 450	1 500
Dividends received						-	-	-	-	-	-
Fines, penalties and forfeits			35	13	78	15	15	15	17	19	22
Licences and permits			13	4	4	34	34	34	40	42	45
Agency services						-	-	-	-	-	-
Transfers and subsidies		86 872	125 217	112 350	96 395	96 395	96 395	96 395	106 697	111 626	117 088
Other revenue	2	4 853	572	1 059	343	343	343	343	399	485	566
Gains on disposal of PPE		368	863	68		314	314	314	350	400	420
Total Revenue (excluding capital transfers and contributions)		117 271	158 102	147 831	135 155	138 347	138 347	138 347	155 273	163 382	171 685

Analysis and Explanations

Operating Revenue Framework

Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA). In addition to this rebate, a further R65 000 reduction on the market value of a property will be granted in terms of the Rates Policy and

100 per cent rebate will be granted to registered indigents in terms of the Indigent Policy.

Strategies put in place to improve credit control and revenue enhancement.

All property rates accountholders who owe more than R 10 000 are barred/restricted from purchasing electricity until a favourable arrangement has been entered into with Nkandla Local Municipality.

All businesses that are not honouring their monthly payments are given 7 days' notice to disconnect services. Services (electricity) are reconnected upon full payment of the outstanding amount.

All prepayment electricity meter accountholders who owe more than R 10 000 on Property Rates shall have their electricity cut off until a favourable arrangement has been entered into with the municipality as per Credit control and debt management policy. The vending machines have been programmed to deduct a certain percentage towards property rates account upon purchase of electricity tokens. The rationale behind this is to treat conventional and prepaid consumers equitably and fairly. Moreover, the municipality runs weekly audit on at least 10 customers whose name appears on the list that have not bought electricity for the past 60 days. They will be given 7 days notices and then have their electricity services disconnected.

Service charges - electricity

Service charges electricity revenue has been budgeted to increase by R1 million from R13.5 million in 2018/19 adjustment budget to R14.5 million in 2019/20. The increase is 7.52 per cent. This increase has considered developments taking place in Nkandla, e.g Sasol Garage opening soon, new businesses and households relocating to Nkandla Town. This is also reflective of the budgeted tariff increase after considering inflation and consumer affordability. The municipality is currently waiting for an approval from NERSA.

Service charges - refuse

Service charges refuse revenue has been budgeted to increase by R81 000 from R739 000 in 2018/19 to R820 000 in 2019/20. The percentage increase for total revenue for this category is expected to be 11%. This revenue is also affected by new developments taking place in Nkandla and households relocating to Nkandla Town as stated above for electricity revenue. This again has considered inflation and consumer affordability.

Interest earned on external investments

The municipality has budgeted R1.3 million for Interest earned on external investments in 2019/20 to be realized from call account deposits for conditional grants not yet utilized. This reflects an increase of R400 000 from R0.9 million in 2018/19 financial year. This is as a result of increased allocations for MIG and INEP grant which will be temporally be kept in call account whilst not yet utilized. These call accounts deposits are not reflected in Budget Table A6 due to the fact that deposits are fully utilized at the end of the financial year.

Interest earned on outstanding debtors

The municipality has budgeted R1.4 million for Interest earned on outstanding debtors in 2019/20 to be realized from customers not honoring their accounts in time. Through the implementation of credit control and debt collection policy, the credit extended to debtors will decrease thereby decreasing overall amount of debtors and effectively interest on long outstanding debtors.

Fines, penalties and forfeits

The municipality has budgeted an amount of R17 000 for fines, penalties and forfeits. This amount will be mostly derived from traffic fines. This is a new source of income emanating from revenue enhancement strategy. There is Traffic Unit that is expected to be fully functional before the start of 2019/20 financial year.

Licenses and permits

License and permits revenue has been budgeted to increase by R6 000 in 2019/20 from R34 000 in 2018/19 to R40 000 in 2019/20. The increase is due to expected income from issuing of learners licences as the unit is now fully operational and the number of learners is expected to increase.

Other income

The budgeted *Other income* revenue has increased by R56 000 in 2019/20 from R343 000 in 2018/19 to R399 000 in 2019/20. This revenue includes smaller miscellaneous income like tractor hire, etc.

Operating Expenditure Framework

KZN286 Nkandla - Table A4 Budgeted Financial Performance (revenue and expenditure)

REN2020 Annual - Table A4 Budgeted Financial Performance (Revenue and Expenditure)											
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1										
Expenditure By Type											
Employee related costs	2	37 335	40 337	43 427	43 052	43 052	43 052	43 052	48 801	50 980	54 437
Remuneration of councillors		7 896	8 045	8 973	10 199	9 400	9 400	9 400	9 720	10 245	10 798
Debt impairment	3	5 580	4 238	3 058	3 500	3 500	3 500	3 500	4 000	4 300	4 500
Depreciation & asset impairment	2	9 066	12 307	14 267	13 000	13 000	13 000	13 000	15 000	17 000	19 000
Finance charges											
Bulk purchases	2	9 655	12 721	11 076	12 000	12 000	12 000	12 000	13 000	13 500	14 000
Other materials	8			8 252	8 500	6 181	6 181	6 181	8 077	8 100	8 300
Contracted services		6 390	10 072	8 440	23 056	30 724	30 724	30 724	26 114	26 734	28 720
Transfers and subsidies		-	7 436	-	1 500	1 500	1 500	1 500	1 750	1 900	2 050
Other expenditure	4, 5	52 056	48 842	41 506	24 578	29 022	29 022	29 022	37 405	36 524	37 934
Loss on disposal of PPE			25	298							
Total Expenditure		127 978	144 022	139 297	139 386	148 380	148 380	148 380	163 868	169 283	179 739

Employee related costs has increased by 6.7 percent pending negotiations at the South African Local Government Bargaining Council. The consumer price index for the next financial year is projected to be 5.2 percent.

The municipality has budgeted to increase the expenditure for the Employee related costs by R7.2 million from R43.1 million in 2018/19 to R50.3 million in 2019/20. The municipality has budgeted for additional vacant position which were not budgeted for in 2018/19. Employee related costs and Councillors' remuneration as a percentage of total operating expenditure is 39 percent. The norm is 25 to 40 percent. The municipality is looking at its organogram to mitigate possible overstaffing and/or inefficiencies.

Expenditure of Councillors' Allowances is budgeted to increase from R9.4 million to R9.6 million in the 2019/20 financial year. The provision for the councillors' remuneration has been budgeted for from the basis of the published government notice number R42134 dated 21 December 2018.

Debt impairment has been budgeted at R4 million in 2019/20. This reflects an increase in debt impairment of R0.5 million from R3.5 million in 2018/19 to R4 million in 2019/20. The debt impairment budget was understated in 2018/19 which resulted in a huge difference between budget and actual. The municipality then re-performed assessment of its debtors and this resulted in increased debt impairment. This budget therefore reflects such increase accordingly. *Debt impairment* as a percentage of billable revenue amounts to 9.12 percent in 2019/20.

Depreciation has been budgeted to increase by R1 million from R13 million in 2018/19 to R14 million in 2019/20 which is based on the asset register and the anticipated new capital acquisitions.

Bulk purchases have been budgeted to increase by R1 million from R13 million in 2018/19 to R13 million in 2019/20. Eskom has been charging the municipality electricity usage at an incorrect tariff which is high. The engagement between Eskom and Municipality resulted in a lower tariff.

The budgeted **Contracted services** expenditure has decreased by R7.1 million from R30.7 million in 2018/19 to R23.6 million in 2019/20. In the main the decrease can be attributed to the Implementation of mSCOA and ICT upgrade.

Other expenditure has been budgeted to increase by R2.8 million from R29.02 million in 2018/19 to R31.9 million in 2019/20. The increase is due to inflation rate and new “other” line items e.g. UIF and SDL now reflected as other expenditure due to MSCOA implementation which was previously recognised under employee related costs.

Table A5 Budgeted Capital Expenditure by vote, standard classification and funding sources.

Table A5 Budgeted Capital Expenditure by vote, standard classification and funding sources.

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1										
Capital Expenditure - Functional											
Governance and administration		42	1 117	244	2 270	2 270	2 270	2 270	3 881	6 649	7 979
Executive and council			–		250	250	250	250	–	–	–
Finance and administration	42	1 117	244		1 575	1 575	1 575	1 575	3 881	6 649	7 979
Internal audit					445	445	445	445	–	–	–
Community and public safety		783	1 006	2 716	12 345	10 545	10 545	10 545	3 120	3 744	4 493
Community and social services	783	1 006	2 716		2 845	1 045	1 045	1 045	2 870	3 444	4 133
Sport and recreation					9 500	9 500	9 500	9 500	–	–	–
Public safety									250	300	360
Housing											
Health											
Economic and environmental services		67 970	20 530	17 079	22 795	22 795	22 795	22 795	24 909	26 401	28 447
Planning and development	67 970				100	100	100	100	75	90	108
Road transport			20 530	17 079	22 695	22 695	22 695	22 695	24 834	26 311	28 339
Environmental protection											
Trading services		–	18 000	–	18 790	18 790	18 790	18 790	18 275	19 530	19 836
Energy sources			18 000		18 000	18 000	18 000	18 000	17 000	18 000	18 000
Water management											
Waste water management											
Waste management					790	790	790	790	1 275	1 530	1 836
Other											
Total Capital Expenditure - Functional	3	68 795	40 652	20 039	56 200	54 400	54 400	54 400	50 185	56 324	60 755
Funded by:											
National Government		65 140	39 795	19 795	49 945	49 945	49 945	49 945	39 834	41 911	43 459
Provincial Government											
District Municipality											
Other transfers and grants											
Transfers recognised - capital	4	65 140	39 795	19 795	49 945	49 945	49 945	49 945	39 834	41 911	43 459
Borrowing	6										
Internally generated funds		3 655	857	244	6 255	4 455	4 455	4 455	10 351	14 413	17 296
Total Capital Funding	7	68 795	40 652	20 039	56 200	54 400	54 400	54 400	50 185	56 324	60 755

The municipality has budgeted R22.83 million for road and infrastructure, R17 million for electrical infrastructure in 2019/20 and R11.3 million for other assets. The total capital budget is R51.13 million.

The municipality has considered the multi-year appropriations during the 2019/20 budget process which aims to:

- Lock the council into funding the full cost of large capital projects so as to ensure their full completion;
- Facilitate the forward planning of capital projects and programmes;
- Enable the municipality to initiate procurement processes for capital projects in the two outer years of the MTREF and also ensure improved levels of capital spending; and
- Enable funding for such capital projects to be brought forward in terms of Section 31 of the MFMA to facilitate more rapid project implementation.

This is reflected in the Capital Investment Plan of the municipality.

Repairs and Maintenance

The Repairs and Maintenance has been budgeted to increase by R0.9 million from R6.18 million in 2018/19 to R7.1 million in 2019/20. Repairs and maintenance budget represents 2 percent of the Property, Plant and Equipment (PPE) value of R358.51 million reflected in the audited 2017/18 AFS, which is below the National Treasury guideline of 8 percent as stipulated in MFMA Circular No. 55. The small percentage of Repairs and maintenance in relation to PPE amongst other factors is contributed to the following:

- The PPE of the municipality is R358.51 million as per 2017/18 Audited AFS and substantial portion of this amount is municipal vacant land which is valued at R99.39 million. And there is no repairs and maintenance towards the vacant land.
- The municipality has budgeted R5 million in 2017/18 and the actual amount spent was R8.25 million which indicates that the Municipality spends at appropriate or required levels on its repairs to existing assets.
- The required norm of 8% which equates to approximately R28.7 million is not realistic to the municipality at this stage.

The municipality appreciates the fact that asset management is a strategic imperative that needs to be prioritised as a spending objective in the municipal budget.

The municipality has budgeted R22.4 million for road and infrastructure, R18 million for electrical infrastructure and R9.5 million for sport facilities in 2018/19. The total capital budget is R49.995 million.

The municipality has considered the multi-year appropriations during the 2018/19 budget process which aims to:

- Lock the council into funding the full cost of large capital projects so as to ensure their full completion;
- Facilitate the forward planning of capital projects and programmes;
- Enable the municipality to initiate procurement processes for capital projects in the two outer years of the MTREF and also ensure improved levels of capital spending; and
- Enable funding for such capital projects to be brought forward in terms of Section 31 of the MFMA to facilitate more rapid project implementation.

This is reflected in the Capital Investment Plan of the municipality.

7.8 PROPOSED DRAFT BUDGET REVENUE

Major sources of draft budget revenue for the municipality (in comparison to 2017/2018 budget). Revenue estimates for draft budget 2017/2018 is R342, 6m (Adjusted 2016/17: R319, 6m) which excludes transfers recognized capital of R39, 550 (R31, 525 adjusted) and income foregone of R 8, 686 (R10, 838 adjusted). This resulted to a decrease of R28, 8m which is 7% overall revenue increase.

The increase is explained in the analysis below:

Municipal tariffs are proposed to increase as follows:

Property Rates

- ⇒ **Rate randages** are proposed to be 0,016627 for in each rand value as determined in the General & Supplementary Valuation rolls for Residential properties and 0.016627 for vacant land
- ⇒ For **Business & Industrial** 0,032971, Government categories the proposed rate randage is 0,042271 for in each rand value as determined in the General & Supplementary Valuation rolls.
- ⇒ For **agricultural, and public service infrastructure**, the ratio on rate randages will remain at 1:0.025 of residential randages to be at 0.003990 for in each rand value as determined in the General & Supplementary Valuation rolls.
- ⇒ **Rates exemptions for residential properties** will remain at first 40,000 rands of the property value as determined in the rolls.

Category	Randage
Agriculture	0.003990
Government	0.042271
Residential	0.016627
Commercial	0.032971
Industrial	0.032971
Public Service Infrastructure	0.003990
Place of worship	0.016627

Electricity tariffs

Electricity is estimated to increase by % as per NERSA approval as will be determined on consideration of the municipal application and Eskom bulk electricity increase.

Refuse Removal and Fire Levy

On consideration of inflation forecast and the provisioning of the cleansing safety services in ensuring that the municipal citizens are leaving in a clean and healthy environment also are safe from fire damages, the charges on refuse removals, general cleaning and fire of the municipal area are proposed to increase by 6.1%.

Other Municipal Charges

All other municipal charges for the direct services provided on municipal citizen's request are proposed to increase by 6.1%. These are services like use of municipal facilities, cemetery services, other traffic management services, building control services, planning services and etc.

7.9 MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE (O&M)

The Repairs and Maintenance has been budgeted to increase by R3.5 million from R5 million in 2017/18 to R8.5 million in 2018/19. Repairs and maintenance budget represents 2 percent of the Property, Plant and Equipment (PPE) value of R344.5 million reflected in the audited 2016/17 AFS, which is below the National Treasury guideline of 8 percent as stipulated in MFMA Circular No. 55. The small percentage of Repairs and maintenance in relation to PPE amongst other factors is contributed to the following:

- The PPE of the municipality is R344.5 million as per 2016/17 Audited AFS and substantial portion of this amount municipal vacant land which is valued at R101.8 million. And there is no repairs and maintenance towards the vacant land.
- The municipality has budgeted R4.4 million in 2016/17 and the actual amount spent was R4.4 million which indicates that the Municipality spends at appropriate or required levels on its repairs to existing assets.
- The required norm of 8% which equates to approximately R27.6 million is not realistic to the municipality at this stage.

The municipality appreciates the fact that asset management is a strategic imperative that needs to be prioritised as a spending objective in the municipal budget.

CAPITAL PROJECTS		
No.	Project Name	Amount (R)
1	Amaphuthu Community Service Centre	4 000 000.00
4	Ngwegweni Access Road	3 000 000.00
5	Khabela Community Service Centre	4 000 000.00
6	Mandathane Gravel Road	1 500 000.00
7	Willem Gravel Road	1 500 000.00
8	Multi-Year Projects (Roll-Overs)	8 834 000.00
		R22 834 000.00

CAPITAL PROJECTS (MIG ENHANCEMENT)		
No.	Project Name	Amount (R)
1	Construction of Creches	1 350 000.00

7.10 CURRENT & PLANNED BORROWINGS

The municipality has no loan facility currently and there are no plans to apply for another facility in the near future.

7.11 MUNICIPAL CREDIT RATING

The municipality is still waiting for FNB to provide us with the municipal credit rating.

7.12 EMPLOYEE RELATED COSTS (INCLUDING COUNCIL ALLOWANCES)

The ratio measures the extent of Remuneration to Total Operating Expenditure. The norm range between 25% and 40%. The municipality's ratio is 40% which is within the norm.

Salaries, wages and allowances are to increase from R59, 9million (18/19) to R59, 9million (19/20) which is 12 % increase on the overall salary budget.

Table: Employee Costs

Description	Budget (2018/19)	Budget (2019/20)	Increase / (Decrease)
TOTAL Salaries & wages		R59, 9m	R7,4m

7.13 IMPACT ON THE FILLING OF THE CRITICAL VACANT POSTS

It is essential to fill the critical posts because they have major impact on service delivery. It has also resulted in work overload and may have a negative impact in meeting or complying with important deadlines.

7.14 EXPENDITURE ON CONTRACTED SERVICES

The table that follows elaborates how much the municipality has spent on contracted services in the last 3 years.

Table: Operating Expenditure Contacted Services

FINANCIAL YEAR	TOTAL EXPENDITURE
2014/2015	R17 270 000
2015/2016	R10 116 000
2016/2017	R10 613 000

7.15 SUPPLY CHAIN MANAGEMENT (SCM)

Municipality Tenders comply with the MFMA regulations. Supply Chain Management is in place and is being implemented in line with National Treasury Regulations on Supply Chain Management.

Review of the Supply Chain Management Policy

The Council of Nkandla Municipality adopted an amended SCM Policy on the 31th May 2017. SCM Regulation 3(a) states that the accounting officer of a municipality must 3(a) promptly prepare and submit a draft supply chain policy complying with SCM regulations to the council of the municipality for adoption and reg. 3(b) at least annually review the implementation of the policy, he/she may submit proposals for the amendment of this Policy to the council, and such amendments must comply with the legislative requirements. National Treasury issued Circular 62 and Circular 69 which

municipalities must comply with. The practice note and the circulars issued, prompted that the SCM Policy be reviewed and amended accordingly to align it with the legislative requirements. The review of SCM draft policy for 2019/2020 was submitted to the council on the 29th of March 2018 with the draft Budget and other budget related policy and the council for adoption. National Treasury has introduced the new policy on model SCM policy for infrastructure Procurement and Delivery Management, The Management has prepared the draft policy that was submitted to the Council Meeting on 29th of March 2018 for adoption.

Supply Chain Management Unit:

Regulation 3 states the following:

- a) Each municipality must establish a supply chain management unit to implement its supply chain management policy.*
- b) supply chain management unit must, where possible, operate under the direct supervision of the Chief Financial Officer or an official to whom this duty has been delegated in terms of section 82 of the act.*

The Supply Chain Management Unit in terms of the legislation is responsible for the following prescribed functions:

- § Demand management;
- § Acquisition management;
- § Disposal management;
- § Logistics management;
- Performance management; and
- Risk management.

Supply Chain Processes

Demand Management

The system of demand management must allow for the analysis of proper needs, establishment of a supplier database, implementation of IDP projects and drafting of proper specifications. Circular 62 of issued by National Treasury requires that municipalities develop a procurement plan for all procurement needs with an estimated value above R200, 000.

Acquisition Management

The system of acquisition must allow for compliance with all the ranges of procurement as legislated.

Bid Committees

The following bid committees are established to allow for the smooth implementation of the competitive bidding process:

- ü Bid Specification Committee;
- ü Bid Evaluation Committee; and
- ü Bid Adjudication Committee

Members of all bid committees have been appointed by the Accounting Officer. All tenders (procurement above R200 000) are dealt with by all the committees. The functioning of bid committee in the quarter under review was as follows:

Committees	Members
Bid Specifications	Ms DS Msomi (Chair) Mr MP Shezi Ms LZS Mthombeni Ms TW Sosibo

	Mr SM Mbatha
Bid Evaluation	Ms NC Ngema (Chair) Mr NN Sikhakhane Mr LS Buthelezi Mr JM Sibiya Mr LD Khanyile
Bid Adjudication	Mr S Ntombela (Chair) Mr N M Mnyandu Mrs NP Xulu Mrs NM Shangase

Attached as **Annexure** is the details of the items presented at different committees and **Annexure** as the Status Quo Report on tenders.

Supply Chain Management Staff

Position	Tittle, Initials & Surname
Manager: SCM	Ms NC Ngema
SCM Practitioner	Mr KB Bhengu
Contract Management Practitioner	Ms DZ Msomi
SCM Officer	Mr JM Sibiya
SCM Officer	Mr L Biyela
Financial Management Intern (<i>on rotation basis</i>)	Mr B Zwane

Supplier Database

There is a supplier database in place. Prospective suppliers are allowed to submit the forms any time, however the received forms are processed monthly on review of the database. The process of cleaning the supplier database started in the beginning of the current financial year and is ongoing progress. The National Treasury through MFMA Circular No.81 has introduce the Web Based Central Supplier Database (CSD) for registration of prospective suppliers to assist in performing validation functions of key supplier information. The advert that invite the prospective service providers to register and update their in information in the municipal database was placed in the ilanga newspaper and municipal

website on the 1st of June 2017. Currently we have are working on the linking the Sage database to the mscoa live version also the updating CSD supplier numbers and tax on the sage system.

One intern and SCM Officer are dealing with the supplier database under the supervision of the Manager: SCM. The process includes the following but not limited thereto:

1. Ensuring Supplier are registered with National Treasury CSD,
2. Ensuring suppliers are registered with Cipro,
3. Linking commodities to the suppliers profile,
4. Entering the suppliers tax reference number and VAT registration number
5. Entering the physical and postal address of the supplier
6. Confirm all suppliers have completed database forms

By the end of the quarter under review the process of capturing was 100% complete as the database are captured as they come. Sage Evolution is busy with the establishing and configuration of the Financial System with National Treasury Web Based Central Supplier Database as per MSCOA Requirement.

Ranges of procurement

The following are the ranges of procurement and their implementation thereof:

Procurement Process	Value	Implementation
Petty Cash Purchases	Up to R2000 [VAT incl.]	Petty Cash fund managed by the expenditure section
Written Quotation	Over R2000 [VAT incl.] up to R30 000 [VAT incl.]	Centralized with SCM unit. SCM officials initiates and completes the process
Formal Written Price Quotation	Over R30 000 [VAT incl.] up to R200 000 [VAT incl.]	Centralized with SCM unit. SCM officials initiates and completes the process.
Competitive Bidding	Over R200 000[VAT incl.] or Long Term Contracts	Centralized with SCM unit. A SCM official initiates and bid committees completes the process. See the functioning of bid committees below

Summary of Awards for the quarter

Threshold	Rand Value of the Awards
0 to less than R200 000.00 (Purchase Orders only)	R3 137 184.82

Above R200 000.00 (Bids appointed only)	R3 392 108.42
---	---------------

The Bid Committees are operating efficiently and effectively.

Challenge	Recommendation
Late submission of requisitions. as result of poor planning of events	All procurement must be submitted in time
Submission of requisition with insufficient required documentation.	HOD must check the requisition thoroughly prior to approving it.
Late cancellation (after procurement processes have been finalized), sometimes lead to fruitless & wastefully expenditure	Responsible officials (user departments) must make follow-ups on planned events avoid late cancellations.
There is no assigned person for movements of documents within user departments.	The management assigns a specific person who will perform movements of documents between departments
Unnecessary extension of accommodation booking without any formal memos stating the reasons	All booking must be have attachment such as invites or memo
Submission of invoices direct to expenditure without the endorsement of SCM unit	All invoices must be submitted via SCM unit
Requisitions approved by HOD and sent direct to SCM without budget approval.	All requisition must be sent via Budget unit
Requisition approved by budget but when you action it shows an insufficient funds on the votes	User must put estimates on the requisitions so that budget unit will be able confirm the correct amount
Specification: Combination of unrelated items and poor specification on the requisition.	If the user is not sure of the item to procure or specification must seek the advice through the specialist, SCM or Specification committee.

The Supply Chain Management has put mechanisms in place in all relevant SCM framework, regulations, legislations and treasury circulars that encourage the transfer of skills from the service providers to the municipal staff or community. The municipality introduced clauses in the contracts that require the service provider to articulate how they will transfer skills to the municipal staff. Through this section, the municipality ensures that service providers implement this aspect as provided for in the approved proposal.

7.17 AUDITOR-GENERAL'S OPINION IN THE MOST RECENT ANNUAL FINANCIAL STATEMENTS AND AUDIT OPINION IN THE LAST THREE YEARS

The Municipality received an unqualified audit opinion from the Auditor General for 2016/17 financial year with matters of emphasis which have been incorporated into a detailed audit action plan to address them. The following table indicates the municipality's audit opinion for the last three years:

Table: Last Three Years Audit Opinion

FINANCIAL YEAR	AUDIT OPINION
2013/14	Unqualified
2014/15	Unqualified
2015/16	Unqualified
2016/17	Unqualified
2017/18	Unqualified

Action Plan To Address The Ag Concerns

The following table addresses the AG's concerns for the 2016/17 audit findings:

Table: AG Audit Action Plan

Nature of Audit Query	Audit Query	Response from Municipality Action to resolve query	Target Date	Person Responsible	Quarter 2 Progress	Quarter 3 Progress
Material uncertainty relating to going concern/financial sustainability	I draw attention to note 39 to the financial statements, which indicates that the municipality current liabilities exceeded its current assets by R10.46 Million. This condition, indicates that a material uncertainty exists that may cast significant doubt on the municipality's ability to continue as a going concern.	The cost containment action plan will be developed to make sure that Municipal financial health is improved. Circular no 82 will be taken in to consideration. The Municipality will engage on a radical revenue collection on electricity, rentals and rates.	30 June 2019	Municipal Manager and CFO	1. A plan for cost containment has been developed and monitored on regular basis. 2. The plan for cutting service to defaulters has been developed and is being implemented. 3. The budget has been revised and approved by the council	Radical implementation of cost containment has been done successfully All payments for the outstanding creditors were paid. The cash coverage ratio as at 31 March was 3.45
Material impairment-receivables from exchange and non-exchange transactions	As disclosed in notes 7 and 8 to the financial statements, receivables from exchange and non-exchange transactions were impaired by R10, 27 million (2017:R7.79 million) and 7.26 million (2017:R7, 09 million) respectively as result of the annual review of the recoverability of the debt.	This has been addressed on the Audited set of financial statements for 2017/2018.The municipality will begin to prepare debt impairment provision on an monthly basis and will be reviewed by CFO for accuracy and be in line with the policy.	30 March 2019	Chief finance officer	The debt impairment policy is currently being reviewed and will be submitted to council in march for approval.	The debt impairment policy has been reviewed by 31 March 2019.The management is currently assessing the asset register to make sure that there are no discrepancy
Restatement of corresponding figures	As disclosed in note 36 to the financial statements, the corresponding figures for 30 June 2017 have been restated as a result of an error discovered in the financial statements of the Nkandla Municipality at, and for the year ended, 30 June 2018.	The Municipality will perform the reconciliation on a regular basis. The reconciliations will be monitored and reviewed by senior management to ensure differences are investigated and resolved in a timely manner. The quarterly financial statements (interim statements) will be done.	30 March 2019	Chief Finance Officer	The reconciliations (Bank, Creditors, Payroll, Debtors and Petty Cash) have been performed as at 30th June 2018. The training will be conducted to finance staff. The interim financial statement are being prepared on quarterly basis.	The Municipality has recently finalised the appointment of a service provider who will assist in preparation of financial statements.
Material electricity losses	As disclosed in note 47 to the financial statements, material electricity losses to the amount of R3.99 million (2017:R2.49 million) were incurred	The electricity infrastructure upgrade will be implemented. Investigations to detect and disconnect illegal	30 March 2019	Chief Finance Officer	The installing of the meters in the Municipal buildings and facilities to determine consumption has been completed. Investigations on illegal connections completed and illegal users have been disconnected. Reconciliation	The electricity losses have been referred to the electricity engineers for further investigations.

	which represents 16% (2016-2017:37%) of the total electricity purchased were incurred as a result of technical losses due to distribution losses while non-technical losses were due to illegal electricity connections.	users of electricity will be implemented.			for distribution losses has been prepared as at the end of May to monitor if there are improvements. The current situation shows that there is improvement	
Non Compliance (Predetermined objectives)	Adjustments of material misstatements: Material misstatements in Annual performance report submitted for auditing were identified on the performance information submitted by technical service development priorities. Management subsequently corrected the misstatements	Going forward the report will be reviewed by the internal auditor and audit committee before the final submission.	30 March 2019	PMS, Risk and Compliance Manager	The reports that form the annual report are submitted on quarterly basis, reviewed by PMS office and POE's are currently reviewed by internal auditor	All quarterly reports are reviewed by internal auditor together with portfolio of evidence to make sure that what is reported is accurate
Non Compliance (Expenditure management)	Reasonable steps were not taken to prevent irregular expenditure of the total amount of R10.74 million disclosed in note 43 Unauthorised expenditure of R11,39 million disclosed in note 41 and fruitless and wasteful expenditure of R194 009 as disclosed in note 42 as required by section 62(1)(d) of the MFMA.	<ul style="list-style-type: none"> All irregular expenditure are disclosed to council to allow council committee to conduct investigations The MPAC is currently conducting investigations that will be conclude at the end of February 2019 	30 June 2019	Chief Finance Officer	Preventative measures have been put in place such as implementation of the contract management, to ensure irregular expenditure is minimised.75% of Irregular expenditure is as a results of payment to expired contracts .Contract management register is updated on regular bases. Currently there is an employee assigned as contract manager mainly to monitor all contracts.	The irregular expenditure which is a carryover of the previous years starting from 2013/2014 to 2016/2017 of the total amount of R76 003 249 has been investigated and written off by the council by 31 March 2019. The current outstanding amount of R10.7 million of 2017/2018 is currently under investigation by MPAC to be finalised by 31 May 2019. to a The terms of reference to establish the disciplinary committee for financial misconduct is currently under consultation within municipal council committees to be finalised by end of May 2019
	Money owed by the Municipality was not always paid within 30 days as required by section 65(2)(e) of the MFMA	The Municipality has developed monthly payment checklist to make sure that all payments are made within 30 days.	30 March 2018	Chief Finance Officer	The invoices are stamped on receipt and effort is made to pay them within 30 days provided that the cash flow permits. Where necessary arrangements are made to settle invoices with the agreed period. The municipality is also engaged on a rigorous revenue collection campaign to make sure that	All payments for the outstanding creditors were paid. Late payments are substantiated by justifiable reasons

					enough revenue is collected to allow enough cash on the municipal bank account to be able to pay creditors within 30 days.	
Non Compliance (Procurement and contract management)	Bid documentation for procurement of commodities designated for local content and production ,did not stipulate the minimum threshold for local production and content as required by the 2017 preferential procurement regulation 8(2)	Municipal Bidding Document (MBD6.2) will form part of all bid invited. It contains general information and serves as declaration form for local content to ensure that local content are used interchangeably)	30 March 2019	Chief Finance Officer	The declaration form for local content to ensure that local content are used interchangeably is now form part of general information to All bid Documents (MBD6.2) that are issued for bidding.	All processes for local content are being followed. The municipality does not foresee any future audit finding on this issue
Consequence management	Unauthorised expenditure, fruitless and wasteful expenditure and irregular expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure as required by section 32(2)(a) of the MFMA.	The MPAC is currently conducting investigations that will be conclude at the end of January 2019	30 March 2019	Municipal Manager	Draft reports for unauthorised, fruitless, wasteful and irregular expenditure has been concluded.	The irregular expenditure which is a carryover of the previous financial years starting from 2013/2014 to 2016/2017 of the total amount of R76 003 249 has been investigated and written off by the council by 31 March 2019. The current outstanding amount of R10.7 million of 2017/2018 is currently under investigation by MPAC to be finalised by 31 May 2019. to a The terms of reference to establish the disciplinary committee for financial misconduct is currently under consultation within municipal council committees to be finalised by end of May 2019
Leadership	The accounting officer did not exercise adequate oversight over financial reporting and compliance as well as internal control as	<ul style="list-style-type: none"> The Accounting Officer will implement a plan to ensure no recurrence of material corrections to the financial 	30 March 2019	Municipal Manager	GRAP Compliant checklist has been developed and being implemented. Moreover, the Internal Auditor and the Audit Committee will be given sufficient time to review and ensure that AFS are free of material misstatements. The Audit action plan	The Audit action plan is a standing item to all MANCO, MPAC meetings and Audit committee meetings.

	material misstatements in the annual financial statements were identified and subsequently corrected, which resulted in municipality receiving an unqualified audit opinion.	statements as a result of occurrence of material misstatements of financial statements. • Develop GRAP Compliant checklist			is a standing item to all MANCO,MPAC meetings and Audit committee meetings.	
	The accounting officer did not respond in a timely manner to the risks of credible and reliable performance reporting and non – compliance with key legislation relating to expenditure management, consequence management and procurement and contract management.	The accounting officer will facilitate the investigation, establish the disciplinary committee on a financial misconduct in order to effectively implement the consequence management		Municipal Manager	The accounting officer soon after conclusion of investigations of irregular expenditure will begin the application of consequence management	The terms of reference to establish the disciplinary committee for financial misconduct is currently under consultation within municipal council committees to be finalised by end of May 2019
Financial and performance management	Adequate controls were not in place in ensuring that records are properly safeguarded to make sure accurate information is accessible and available to support financial and performance reporting as significant delays were identified during the audit in this regard and monthly reconciliations on monthly bank and creditors reconciliations were not performed as material misstatements were identified in the annual financial statements	The Municipality to establish records management system and make sure that all records are accessible when they are needed.	30 March 2019	Municipal Manager	The filing plan has been developed .The audit steering committee is assisting the departments to update records. The municipality is currently establishing the new registry with an enough space to keep and retrieve information.	. The municipality is currently establishing the new registry which will have enough space to keep and retrieve information.

		and annual report, which were subsequently corrected.					
Governance management)	(risk	The Municipality did conduct a risk assessment, as required by the MFMA however this risk assessment was not adequate to identify the matters that has resulted in the findings included in Audit report and management report	The risk assessment will be done in May to allow enough time for the internal auditor to prepare the annual audit plan. Risk follow ups will be done with risk champions and discussed as risk management committee on quarterly basis to make sure that that there is an effective risk management system.	30 March 2019	PMS, Risk and Compliance Manager	The risk policy and framework has been revised, risk champions report progress on quarterly basis to risk steering committee. The internal auditor conduct follow ups to provide assurance to audit committee.	All remedial actions plans are a standing item to MANCO meetings.
		Although there were regular interactions with the internal audit and the audit committee, the effectiveness of this could have been strengthened with a more stringent monitoring of the deficiencies detected during the internal audit processes.	Action plans to all IA findings will be developed and become the standing item to all management and audit committee meetings. The Audit plan will be reviewed as per the risk register.	30 March 2019	PMS, Risk and Compliance Manager	The actions plans are now developed and monitored .All remedial actions plans are a standing item to MANCO meetings.	All remedial actions plans are a standing item to MANCO meetings.

Above: AG Comments Action Plan

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> - Political Buy-in - Investment attraction - Financial Management Systems - Policies are in place and being implemented - Approved structural organization - Cash flows to meet payments on daily basis - Functional audit committee 	<ul style="list-style-type: none"> - Unemployment - Dependency Syndrome - Indigent Support Abuse - Lack of cooperation from departments on supply chain management implementation. - Staff turnover
OPPORTUNITY	THREAT
<ul style="list-style-type: none"> - Insurance claims for damages to household's equipment. - To achieve clean audit by year ending 2017 - Skilled and capacitated personnel - Interaction with rate payers and other customers - Paperless (cutting costs) 	<ul style="list-style-type: none"> - Economic recession - Staff turnover - Culture of non-payment for services - Short periods served by appointed personnel - Consumer bas increase - Customer data not cleansed - Electricity thefts and tempering (electricity losses)

8 KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

Good governance encourages municipal representatives and officials to collaborate with their communities in order to fulfil their needs in a more efficient manner and accountability. The participation of the public in all IDP processes forms the indispensable and integral part of the process and ensures identification with the final product.

8.1 GOOD GOVERNANCE

8.1.1 NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT AT MUNICIPAL LEVEL

The Municipality is involved in various national and provincial programme roll-outs. The municipality is involved in the EPWP programme, Small town rehabilitation programme, food for waste programme and in the Sukuma Sakhe programme. Each ward in the municipality has a sukuma- sakhe war room and Local Task Team. This information is further elaborated in strategic planning session.

8.1.2 OPERATION SUKUMA SAKHE

Nkandla Municipality works hand in hand with Office of the Premier and other government departments in the implementation of Operation Sukuma Sakhe (OSS) where all stakeholders sit in the Nkandla LTT Monthly meetings aiming to fast-track service delivery to the community and addressing all social ills i.e. HIV/AIDS, TB etc.

Sometimes LTT sit as a joint meeting with IDP committee, Local AIDS Committee where all government departments and NGOs are actively involved. Actual LTT meetings and coordination of Sukuma Sakhe are trying to implement the IDP. Consultative meetings have been held and communication channels are open from municipality and ward committees.

The War rooms sit in all municipal wards and are actively involved in the implementation of IDP, as all stakeholders at ward levels are involved i.e. civil society, Government department and the entire community sit together discussing community needs and provide services.

Challenges and Successes of War Rooms in all Municipal Wards

The War Rooms meet on a monthly basis. Attendance by departments is quite a challenge as departments cannot make it all the time. The war rooms are now furnished and have laptops and portable speakers.

The municipality is striving to ensure that all the war rooms in Nkandla are functional and address the issues affecting the communities.

8.1.4 CDWS

CDWs are a programme of government which was introduced to bring government closer to the people. CDWs are in the community to provide assistance in encouraging the communities to participate in the affairs of local government and to assist in making the community aware of service delivery initiatives and implementation. They play a pivotal role in the development of the Ward Based Plans.

8.1.5 BATHO PELE PRINCIPLES

Public servants are at the forefront of implementation management. The success of government's programmes and policies depends on the Public Service. Batho Pele is a belief set that is used to improve service delivery in the public service.

The term Batho Pele means "People First" in this context, Batho Pele means putting other people first before considering your own needs / yourself by identifying small but important things that can immediately improve the quality of service you provide to your community.

Following are the Batho Pele Principles that Nkandla Municipality's administrative and political structures strive to achieve when delivering services to the people:

Consultation: All developments in the municipality are undertaken through community participation and engagements. The municipality has engaged the community in its development through the following channels: CDW's, radio, newsletters, meetings, suggestion boxes, izimbizo, etc.

Service Standards: The municipality is striving towards providing services to the community that are of good quality and satisfying.

Access: The municipality is striving to ensure that the community has access to the basic services such as water, electricity, etc. Whilst there are challenges such as limited financial resources in realizing this aspect, a lot has been achieved thus far.

Courtesy: Our staffs are encouraged to be polite and friendly to our customers. Customers should be treated with respect and consideration. Staff must always be willing to assist.

Information: Information on municipal developments and projects is always conveyed to the community through IDP Rep Forums, newsletters, newspapers, radio, posters, Imbizo, etc.

Openness and Transparency: The municipality has established various structures that ensure that the public knows municipal activities. Information is made available to the public through annual reports, strategic plans, municipal website etc.

Redress: Redress is making it easy for people to tell us if they are unhappy with our service. The municipality has a customer satisfaction rating machine (system) with green, yellow and red faces to rate municipal or customer care services. Complaints are attended to effectively and efficiently and are reported to council on quarterly basis.

Value for Money: Our municipality is striving to make the best use of its available resources, avoid wasteful expenditure, fraud and corruption and finding new ways of improving services at little or no cost.

Encouraging Innovation and Rewarding Excellence: The municipality embraces partnerships with different sectors in order to improve service delivery. The municipality has been very active in its IGR Structures and many stakeholders have been engaged in these structures to ensure that all partners participate in providing services to the people.

8.1.6 BACK TO BASICS

The Back to basics policy is National Government initiative to ensure that the basic services in all municipalities are taken care of. This policy identified the following key performance areas that each local municipality should achieve

- 1) Basic Services: Creating decent living conditions,
- 2) Good Governance,
- 3) Public Participation,
- 4) Financial Management,
- 5) Institutional Capacity

The Municipality ensures that these pillars are covered in all its planning and implementation of services.

Pillars on the Back-to-Basics Approach

No.	Back to basics pillar	Municipal Response
1.	Putting people first and engaging with communities	Monthly monitoring and hosting of ward committee meeting and community meetings.
2.	Delivering Basic Services	The implementation of the operational and maintenance plans of the different service department roads, electricity, and community services.
3.	Good Governance	Council structures are in place and monthly meetings to play the oversight role.
4.	Sound Financial Management	Weekly expenditure control meeting held by the accounting officer. Long terms financial plan in place and being implemented.
5.	Building Capabilities	The municipality has a Workplace skills plan in place and it is implemented accordingly.

8.1.7 INTERGOVERNMENTAL RELATIONS (IGR)

Inter-governmental relations with most sector departments is below the expected levels, there is room for improvement with the District Municipality and in the planning and budget alignment of programmes and projects. There is a framework for intergovernmental relations that exist. In addition, there are various for a within the municipal area which within specific areas are inter-governmental such as the Development and Planning Forum, LED Forum and the IDP alignment forum.

i) THE PREMIER'S COORDINATION FORUM (PCF)

In accordance with the Intergovernmental Relations (IGR) Act (2005), the Mayor participates in the PCF. This forum is coordinated by the Provincial Office of the Premier.

ii) THE MAYOR'S FORUM

The District has a Mayors Forum where all KDCM Mayors meet to discuss basic service delivery, especially water and sanitation issues which is mandated to the District.

iii) THE MUNICIPAL MANAGER'S FORUM

In the district there is a Municipal Manager's forum where KDCM Managers meet.

iii) THE SPEAKER'S FORUM

The District had a Speakers forum where all KDCM Speakers meet to discuss Public Participation and Good Governance issues.

iv) DISTRICT PLANNING Forum

The District Planning Forum meets on a quarterly basis at KDCM to discuss Planning and Development issues. This Forum is constituted by Town Planners, IDP Managers, Cogta and various other officials who are involved in planning and development issues.

Nkandla has various stakeholders that are servicing the municipal area. These include government, private entities and the Local IGR Structures.

The various entities that exist in Nkandla include:

- ⇒ King Cetshwayo District Municipality;
- ⇒ Department of Agriculture;
- ⇒ Department of Health;
- ⇒ Department of Social Development;
- ⇒ Department of Home Affairs;
- ⇒ Department of Education;
- ⇒ SASSA (South African Social Security Agency);

8.1.7.1 King Cetshwayo District Municipality

King Cetshwayo District Municipality is the District that offers bulk water and sanitation services to Nkandla Municipality.

8.1.8 MUNICIPAL STRUCTURES

Following are Nkandla Municipality structures that are fully functional:

8.1.8.1 Council

Councillors are elected by the local registered voters (ratepayers) to serve a predetermined term of office on the local council as representatives of their respective constituencies. The Nkandla Council has a total of 27 seats, with 14 of these seats being allocated to ward councillors who are elected by the wards they represent, while the other 13 seats are allocated to political parties in proportion to the number of votes cast for them.

Council meets once per quarter, chaired by the Speaker. Ward Councillors are the representatives of their constituents and their immediate needs. Ward Councillors in our municipality play a critical role. They act as intermediaries of their

constituents and the municipalities. Our Councillors have been very proactive in ensuring that their constituents actively participate in public meeting and contribute towards the development of the municipal IDP.

Public attendance at Council meetings is encouraged to enable citizens to observe and experience the work of senior decision-making body in the municipality.

8.1.8.2 Ward Committees

Ward Committees are functional in all wards and COGTA is giving full support on the establishment and operations of Ward Committee. There are 10 Ward Committee members in all 14 wards of Nkandla. Monthly meetings are held and reports are forwarded to the responsible official. Monthly stipend is paid on monthly basis and attachments are made thereof as proof of evidence. Ward Committee Functional Plan has been adopted and it is implemented by the municipality. Most of municipal regulated reports are presented to them and participation is satisfactory.

8.1.8.3 Traditional Structures

There are 17 traditional areas with 17 Amakhosi and 1 Trust Farm in Qhudeneni which is not under the leadership of any of the Amakhosi. There is a very good working relationship with Amakhosi as they are part of the Municipal programmes. Five Amakhosi represent the traditional leadership in the Council meetings. These Amakhosi are invited to all scheduled and special meetings.

3.7.2.4. EXECUTIVE COMMITTEE (EXCO)

Executive Committee (EXCO) of Nkandla Municipality consists of five Councillors and is chaired by the Mayor. EXCO are chairpersons of various portfolio committees. The committee meets once per month and their role is to recommend to Council.

3.7.2.5. PORTFOLIO COMMITTEES

The following table reflects the committees of Council and their respective purposes, as well as the frequency of meetings during a financial year.

The portfolio committees are established in terms of section 33 of the Municipal Structures Act and are aligned with areas of functionality of each municipality as stated by the Act. The elementary reason for Portfolio committees to be established is to support the council to achieve its development strategy. The committees are formed in line with the municipal internal departments. Portfolio Committees are arranged to enable the council to be equipped to fulfil the requirements determined by the needs and priorities of the Municipality as a whole and to provide political oversight of the municipality's departmental administration. The following portfolios exist:

- Finance Portfolio Committee
- Technical Portfolio Committee
- Community Services Portfolio Committee
- Corporate Services Portfolio Committee
- MPAC

Membership of Portfolio Committees

Portfolio	Chairperson	Meeting Schedule
Budget & Treasury	Cllr A T Ntuli	Monthly
Corporate Services	Cllr B B Dlomo	Monthly
Technical Services	Cllr B B Dlomo	Monthly
Community	Cllr NFJ Nzuzo	Monthly
MPAC	Cllr NPN Magubane	Quarterly

8.1.9 AUDIT COMMITTEE

The Audit Committee, which includes performance audit functions, is functional, with terms of reference and meets quarterly. Reports from the Audit Committee are submitted to Council on a quarterly basis's. The MPAC is tasked to consider the Annual Report prior to finalization. This committee provides additional assurance of credibility to the Annual Report.

The committee is empowered to:

- ⇒ Communicate directly with the council, municipal manager or the internal, and external auditors of the municipality;
- ⇒ Access any municipal records containing information that may be needed to perform its duties or exercise its powers;
- ⇒ Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- ⇒ Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.
- ⇒ Provide oversight on municipal programmes;
- ⇒ Audit Reports;
- ⇒ Audit risk assessment reports;
- ⇒ Audit performance and all compliance issues
- ⇒ Review the quarterly reports submitted to it by the internal audit unit;
- ⇒ Review the municipality's PMS and make recommendations in this regard to the Council;
- ⇒ At least twice during a financial year submit a report to the Council

Audit Committee Members

Name	Designation
Mr B.E.M Khuzwayo	Chairperson
Dr T.I Nzimakwe	Member
Mrs G.S Sikhosane	Member

8.1.10 RISK COMMITTEE

The main objective of the Risk Management Committee Risk management, a Corporate Governance imperative, is one of Management's core responsibilities in terms of section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of the municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the municipality. It also focuses on reducing materialized risks to acceptable levels. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

The main objective of the Risk Management Committee Risk management, a Corporate Governance imperative, is one of Management's core responsibilities in terms of section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of the municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the municipality. It also focuses on reducing materialized risks to acceptable levels. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives

In order to enhance risk management processes to ensure a truly integrated and enterprise-wide approach, the City has approved and is in the process of reviewing an Enterprise Risk Management Policy and Strategy, which when applied, will ensure:

- more sustainable and reliable delivery of services
- informed decisions underpinned by appropriate rigour and analysis
- innovation
- reduced waste
- prevention of fraud and corruption
- better value for money through more efficient use of resources
- better outputs and outcomes through improved project and programme management
- pursuing institutional objectives through transparent identification and management of risk
- prioritizing risk management activities
- enhancing risk response decisions
- reducing operational losses and surprises
- seizing opportunities
- increasing the probability of achieving organizational objectives; and
- Identifying and planning for any other negative events which may confront the municipality.

Municipal Risk Involves the following:

- Objective setting
- Risk Identification
- Risk Assessment
- Risk Response

- Communication and reporting
- Monitoring and review

The municipality has in place the Risk Management Committee reporting to Council as oversight. The PMS Manager Coordinates risk management activities. Risk Champions in each department report to Management on risk management matters. Continuous training and awareness is an important part of the process affected to ensure that risk management is understood, embraced and integrated into the organizational culture- filtering from Top Management to all levels of staff. Risk Assessments are conducted, reviewed and updated annually and on a continuous basis- and are carried out on both a strategic and operational level to ensure a thorough approach. The Municipal Manager is the ultimate Chief Risk Officer and is responsible for championing risk management and ensuring that its activities are monitored in terms of performance management throughout the organization.



Overall, the role players in Risk Management are as follows

It is a compliance requirement in terms of Section 6 of the MPRA and Section 14 Promulgation of resolutions levying rates that approved Property Rates bylaws and approved municipal tariffs must be gazetted for each financial year.

The Approved tariffs and The Property Rate Act has been submitted to Government Printing works to be gazetted. Different Municipal Bylaws have been translated to IsiZulu and due to financial constraints the Municipality cannot afford to submit the all bylaws to be gazetted. This process will be budgeted for the next financial year

MUNICIPAL BID COMMITTEES

The municipality's Bid Committee is in place and functional. All tenders go through evaluation under the watchful eye of the bid committee. The membership of all Bid Committees is rotated on annual basis.

8.1.11 STATUS OF MUNICIPAL POLICIES

The Nkandla Municipality has developed and adopted the following policies/strategies. These strategies / policies govern developments / interventions in the municipal area. The table following highlights the status of all the municipal policies / strategies:

Table : Status of Council Adopted Municipal Policies

No	POLICIES	STATUS (DRAFT/ADOPTED)	ADOPTION DATE
HR POLICIES			
	Review Leave Policy	Adopted	26 June 2019
	Car Allowance Policy	Adopted	10 May 2016
	Cellphone Policy	Adopted	27 June 2017
	Recruitment and Selection Policy	Adopted	March 2019
	Acting Allowance Policy	Adopted	08 May 2015
	Cellular, Data and Telephone Policy	Adopted	27 June 2017
	Overtime Policy	Adopted	26 June 2019
	Draft Bereavement Policy	Draft	12 December 2018
AUXILIARY SERVICES			
	Filing & Records Management Policy		
FLEET MANAGEMENT			
	Fleet Management Policy	Adopted	26 June 2019
IT POLICIES			
	Draft Information Security Policy	Adopted	26 June 2019
	IT Governance and Framework	Adopted	
	User Access Management Policy	Adopted	28 June 2016
	Back-up Policy	Adopted	26 June 2019
	Patch Management Policy	Adopted	28 June 2016
	User Account and Password Management Policy	Adopted	26 June 2019
	Draft review of Email and Internet Policy	Adopted	26 June 2019
	Disaster Recovery Policy	Adopted	28 June 2016
	Physical Access and Computer Room Environment Policy	Adopted	28 June 2016
	ITC Change Management Policy and Procedure	Adopted	26 June 2019
	ITC Third Party Management Policy	Adopted	28 June 2016
	Firewall Management Policy	Adopted	30 May 2016

	Risk Management Policy	Adopted	
	Draft review of Business continuity management policy	Adopted	27 June 2017
	Fraud Prevention and Corruption Strategy	Adopted	23 January 2015
	Performance Management Framework	Adopted	26 June 2014
	Communication Strategy	Adopted	24 April 2014
	Ward Committee Functionality Policy	Adopted	24 April 2016
BTO POLICIES			
	Bad Debts Write off & Provision of Bad Debts Policy	Adopted	28 May 2019
	Cash Management & Investment Policy	Adopted	28 May 2019
	Cellular Phone Policy	Adopted	28 May 2019
	Credit Control & Debt Collection Policy	Adopted	28 May 2019
	Customer Care & Billing Management Policy	Adopted	28 May 2019
	Draft S&T Policy	Adopted	28 May 2019
	Electricity Distribution Losses Policy	Adopted	28 May 2019
	Funding and Reserves Policy	Adopted	28 May 2019
	Indigent Support Policy	Adopted	28 May 2019
	Levying of Property Rates Policy	Adopted	28 May 2019
	Nkandla Municipality SCM Policy	Adopted	28 May 2019
	Petty Cash Policy	Adopted	28 May 2019
	Property Rates Bylaws	Adopted	28 May 2019
	Tariff Policy	Adopted	28 May 2019
	Virement Policy	Adopted	28 May 2019
	Fixed Asset Management Policy	Adopted	28 May 2019
	Fixed Asset Maintenance Policy	Adopted	28 May 2019
TECHNICAL POLICIES			
Planning			
	Spatial Planning and Land use Management Bylaw	Gazetted	23 February 2017
	SDF	Adopted	26 June 2019
CIVIL UNITS			
	Maintenance and Management Policy	Adopted	31 March 2017

8.1.12 MUNICIPAL BY-LAWS

It is a compliance requirement in terms of Section 6 of the MPRA and Section 14 Promulgation of resolutions levying rates that approved Property Rates bylaws and approved municipal tariffs must be gazetted for each financial year.

The Approved tariffs and The Property Rate Act has been submitted to Government Printing works to be gazetted. Different Municipal Bylaws have been translated to IsiZulu and due to financial constraints, the Municipality cannot afford to submit the all bylaws to be gazetted. This process will be budgeted for the next financial year.

The following Bylaws have adopted and been Gazetted:

1. **Spluma – 17 January 2017**
2. **Municipal property Rates – 29 May 2016**

8.2 PUBLIC PARTICIPATION ANALYSIS

Public participation is an on-going engagement process, and the following are forms of citizenry participation that are utilized by the Municipality to ensure the citizen and stakeholders voice are accommodated in the planning, execution, and review of the IDP, Budget, and PMS processes:

A detailed plan is available in the municipal website and can be accessed anytime. In summary, the municipality uses websites, posters, notice boards, and radio as a means of communication to the public. Likewise, during the 2017/18 IDP Review, the municipality consulted an array of stakeholder to collect their inputs.

The municipality has well developed structures and policies in place to engage with the public of Nkandla. There are fully established ward committees that support the ward councillor; these are further supported by ward support clerks which deal with the administration of ward activities on a daily basis. The activities of the public participation unit are monitored and reported on a monthly basis to MANCO and all the relevant council committees.

8.2.4 Location of IDP

In terms of the Municipal Systems Act the Mayor is politically responsible for the IDP whilst the Municipal Manager is administratively responsible for the driving the IDP process. In the case of Nkandla Municipality the Municipal Manager has delegated some of the responsibilities to the Manager: Strategic Planning and IGR.

8.2.5 IDP REPRESENTATIVE FORUM

Section 74 of the Municipal Structures Act, and regulation 5 of the Government Gazette No. 27699 Ward Committee, state that Ward Committees may have powers and functions delegated to them (which are essentially advisory in nature) in terms of S59 of the Municipal Systems Act. Among these powers and functions are:

- ⇒ To serve as an official specialised participatory structure in the Nkandla Municipality.
- ⇒ To create formal, unbiased communication channels, as well as a co-operative partnership between the community and the Council.
- ⇒ Advise and make recommendations to the Ward Councillor on matters of policy affecting the Ward.
- ⇒ Assisting the Ward Councillors in identifying the challenges and needs of residents.
- ⇒ Dissemination of information in the Ward concerning municipal affairs, such as the budget, integrated development planning, performance management systems, service delivery options, and municipal properties.
- ⇒ Receive queries and complaints from residents concerning municipal service delivery, communication with Council, and provide feedback to the community on Council's response.

- ⇒ Ensure constructive and harmonious interaction between the Municipality and community through the use and co-ordination of ward residents meetings and other community development forums, and
- ⇒ Interact with other organizations and forums on matters affecting the ward.

The IDP steering committee sits jointly with the LTT which is constituted by Councillors, NGO's, Sector Departments, warroom members and Municipal Officials.

8.2.6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

Table : SWOT Analysis on Good Governance & Public Participation

Strengths	Weaknesses
<ul style="list-style-type: none"> ❖ Municipal core policies are in place ❖ Effective Public Participation Programme ❖ Functional council committees ❖ Political Stability leads to efficient adoption of regulated documents ❖ Communicate through a newsletter, website, and viewpoints informing the stakeholders about the activities of the institution. ❖ Functional ward committees 	<ul style="list-style-type: none"> ❖ Weakness in systems documentation ❖ Limited financial resources
Opportunities	Threats
<ul style="list-style-type: none"> ❖ Facilitation of Adult Education with DOE ❖ Democratic Representation in council for all parties. 	<ul style="list-style-type: none"> ❖ High illiterate rate leads to poor understanding of basic municipal functions ❖ Demotivated Staff

8.3 COMBINED SWOT ANALYSIS

Below the is the municipal SWOT analysis which is a culmination of the “SWOT” for each of the KPA’s seen above, the municipal SWOT analysis is of utmost importance as it will dictate the strategies that are adopted by the council. Council will adopt strategies that will in effect deal with the weakness and threats that are faced by the institution. At the same time council will ensure that the strategies take advantage and build on the Strength and Opportunities that are at the council’s disposal.

Table: Municipal SWOT Analysis

STRENGTH	WEAKNESS
<ol style="list-style-type: none"> 1. Approved structural organisation 2. Workplace skills plan is be reviewed and implemented on an annual basis 3. Mechanisms for the rapid and effective classification of a disaster and the declaration of a state of disaster have been established 4. The municipality provides subsidized electricity and other services to indigent households 5. Well established agricultural sector in the municipal economy. 6. Policies are in place and being implemented 	<ol style="list-style-type: none"> 1. Drought / water shortage 2. Extreme temperatures 3. There is still a challenges regarding attracting certain race groups during the recruitment 4. Legacy of apartheid left NKANDLA spatial disintegrated 5. Need incentives to attract Investment 6. High property prices 7. Lack of investment towards the finance and construction sectors and the unavailability of required skills by such sectors 8. High unemployment rate 9. Dependency Syndrome 10. Indigent Support Abuse 11. Staff turnover 12. High vacancy rate of Key critical posts 13. Lack of adequate bulk services and/or funding for the provision of bulk services within Nkandla Municipality; 14. Lack of office space and conducive work environment; 15. Veld fires and livestock; 16. Poor parking for both deliveries & customers; 17. Lack of financial resources; 18. Lack of good reliable fleet for service delivery (refuse trucks etc.)

OPPORTUNITY	THREATS
<ol style="list-style-type: none"> 1. Response and recovery plans are reviewed and updated annually 2. Established wellness centre 3. Newly established customer care section 4. Financial Audit Outcome 5. Council prioritizing and budget for infrastructure 6. There are sufficient systems in place to manage waste 7. Housing and Electricity backlog is currently being addressed through the municipality Slums Eradication initiative. 8. The municipality is crossed by a number of main transportation routes such as the N2 and R56 providing a number of opportunities. 9. skilled and capacitated personnel 10. Functioning audit committee 11. Development of shopping Malls; 12. Room to facelift the CBD; 13. To initiate agricultural projects; 14. To develop trade centre's / tertiary institutions 	<ol style="list-style-type: none"> 1. Climate change heavy Snow 2. Aging infrastructure 3. Economic recession 4. consumer base increase 5. electricity thefts and tempering (electricity losses) 6. Housing delivery delayed 7. Low quality of roads are causing the municipality's maintenance costs to rise and non-performance of appointed contractors 8. limited Land availability for development 9. Loss of biodiversity 10. Appeals relating to valuation rolls. 11. High unemployment rates. 12. Lack of local contractors with high CIDB grading. 13. Slow Development 14. Lack of bulk services adversely affecting the housing developments (both old and new projects) in the area; 15. Lack of bulk services adversely affects packaging of new projects;

8.4 KEY CHALLENGES PER KPA

The combined SWOT Analysis has demonstrated the strengths that our municipality intends to capitalize on to exploit on the opportunities. Likewise, the municipality has developed interventional measure to address the weaknesses. Following is a summary of the key challenges per KPA. It is against these challenges that the municipality will develop interventional strategies to address them, thereby achieving its vision and mandate.

Table : Key Challenges

Key Challenges	Response to Development Challenge
<ul style="list-style-type: none"> ▪ Lack of attraction of potential investors 	<ul style="list-style-type: none"> ▪ The municipality has developed and adopted the Revenue Enhancement Strategy.
<ul style="list-style-type: none"> ▪ Nkandla is a landlocked municipality with poor road networks 	<ul style="list-style-type: none"> ▪ Local Economic Development Strategy has been reviewed and relations and engagements with DOT has started on road networks development.
<ul style="list-style-type: none"> ▪ High unemployment Rate 	<ul style="list-style-type: none"> ▪ Sustainable Labour Intensive Projects through capital projects and Intensification of EPWP programme. In addition to that the municipality has received more grants to finance these programmes.
<ul style="list-style-type: none"> ▪ Grant Dependency 	<p>The municipality has developed and adopted Revenue Enhancement strategy and further the municipality is in the process of finalizing the investment Strategy.</p>
<ul style="list-style-type: none"> ▪ Majority of land is privately owned which makes it difficult to develop 	<ul style="list-style-type: none"> ▪ Development of a strategy to engage with private land owners to develop the land. However, there are private owners of land who have started to release their land and the municipality will always encourage other private land owners to follow suit.
<ul style="list-style-type: none"> ▪ Attraction and retention of skilled personnel e.g. engineers, accountants etc 	<ul style="list-style-type: none"> ▪ The draft of the Human Resource Strategy is in the process and the municipality is in the process of doing the comprehensive job

	evaluation to improve the retention rate of its personnel.
<ul style="list-style-type: none"> ▪ Lack of transfer of skills by Consultants 	<ul style="list-style-type: none"> ▪ The Skills Transfer policy has been developed by the municipality to compel all the consultants to transfer skills as and when they are solicited to assist the municipality. Consultants are compelled to teach various employees within the Municipality a number of skills as to transfer skills to them as per their Service Level Agreements.
<ul style="list-style-type: none"> ▪ Limited employment opportunities 	<ul style="list-style-type: none"> ▪ The municipality is promoting local businesses, because 80% of its suppliers is local based and indirectly creates opportunities for employment. It further compels contractors to appoint local members of the community in capital intensive projects.
<ul style="list-style-type: none"> ▪ Low education and skills levels 	<ul style="list-style-type: none"> ▪ Facilitation of Basic Education Programs with the relevant department
<ul style="list-style-type: none"> ▪ Unplanned and poorly coordinated development programmes/projects/sector department's fiscal Dumping municipality. 	<ul style="list-style-type: none"> ▪ Improvement on Inter Governmental Relations.

9. SECTION D MUNICIPAL VISION, GOALS AND OBJECTIVES

The Vision, Mission and Core Values for the Municipality were reviewed in 2016 soon after council inauguration. The vision should determine the long-term plans of the municipality and it should contain strategic direction of the institution. This can be summarized in few words or it should be stated in a detailed statement. In most organization a vision can never be reached, it shifts from time to time. Nkandla municipality in its strategic plan resolves that the following statement be regarded as its vision:

9.1 VISION

The formulation of Nkandla Municipal Vision is based on the objective of the Local Government as enshrined on the Constitution of the Republic of South Africa, Act 108 of 1986: Section 152 which prescribes the following as the principal mandates of the Local Government.

- ⇒ To promote democratic and local government;
- ⇒ To ensure the provision of services to communities in an sustainable manner;
- ⇒ To promote social and economic development;
- ⇒ To promote a safe and healthy environment; and,
- ⇒ To encourage the involvement of communities and community organizations in the matter of local government.

The municipal long term vision is:

“To be a high performing rural municipality driven by continuous improvement of quality of lives for Nkandla citizens by 2030”

9.2 MISSION

The mission statement of Nkandla Municipality is:

“Nkandla Municipality renders effective service delivery encompassing nature and heritage to ensure poverty alleviation, sustainable economic growth and development through self-help and self-reliance.”

9.3 VALUES

In all of our work and engagements, we subscribe to the nine corporate values for Nkandla Municipality which is also aligned to the Batho Pele Principles:

1. Caring: Showing compassion whilst delivering services to its citizens
2. Accountability: Taking responsibility for decisions and actions taken.
3. Transparency and honesty: openness and public involvement in municipal affairs.
4. Integrity: professionalism, a commitment to ethics, and focus on justice and fairness and accountability.
5. Efficiency: results orientation, cost effectiveness, superior performance, customer satisfaction.
6. Professionalism: executing the mandate with diligence.
7. Fairness: treat all those who do work with the municipality equally.
8. Dignity: respect for everybody.
9. Respect: treating all clients and partners with respect

9.4 GOALS

9.4.1 ALIGNMENT TO NATIONAL SIX KPA'S, PROVINCIAL PGDS AND MUNICIPAL GOALS

The following table depicts the alignment between the KPAs, 7 PGDS Goals and Municipal Goals.

Table : Alignment to National Six KPA's, Provincial PGDS and Municipal Goals

KPA	7 PGDS GOALS	MUNICIPAL GOALS
KPA 1: Municipal Transformation And Institutional Development	Human resource development	Improve institutional and organisational capacity Sustainable Infrastructure and service delivery
KPA2: Basic Service Delivery	Strategic Infrastructure	To create a conducive environment for socio - economic growth
KPA 3: Local Economic Development (LED) & Social Development	Inclusive economic growth	To create a conducive environment for socio - economic growth
KPA 4: Municipal Financial Viability & Management	Governance and Policy	Advance and maintain the financial viability of the municipality
KPA 5: Good Governance & Public Participation	Governance and Policy	Promote good governance in the municipality
KPA 6: Cross Cutting	⇒ Spatial equity ⇒ Environmental sustainability ⇒ Human & Environmental Development	Ensure improved response to disasters

1.4.1. 1. DEFINITION OF A GOAL

A goal is a desired result that a person or a system envisions, plans and commits to achieve a personal or organizational desired end-point in some sort of assumed development. The setting of goals allows the Municipality to plan how it wants to move to achieve the desired Municipal Vision.

1.4.1.2. DEFINITION OF AN OBJECTIVE

An objective can be defined as a specific result that a person or system aims to achieve within a time frame and with available resources. In general, objectives are more specific and easier to measure than goals. Objectives are basic tools that underlie all planning and strategic activities. They serve as the basis for creating policy and evaluating performance.

1.4.1.3. DIFFERENCE BETWEEN A GOAL AND OBJECTIVE

A goal is defined as the purpose toward which an endeavour is directed or the result or achievement toward which effort is directed or aimed whereas an objective has a similar definition but is supposed to be a clear and measurable target.

1.4.1.4. STRATEGY

A strategy can be defined as a method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem. Alternatively, it can be defined as the art and science of planning and marshalling resources for their most efficient and effective use.

9.4.2 LONG TERM DEVELOPMENT GOALS, ASSOCIATED OBJECTIVES & STRATEGIES, AND STRUCTURED INTO 6 KZN KPA'S, Table 59: Goals, Objectives & Strategies Structured into 6 KZN KPA's

INDEX	NATIONAL KEY PERFORMANCE AREAS	UTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES
A	Municipal Transformation And Organisational Development	Implement a differential approach to Municipal Financing, planning and support	Human Resource Development	Pillar 5: Building Capable Local Government Institutions	Encouraging Innovation and Rewarding Excellence	Improve institutional and organisational capacity	A1	Improve Organizational skills development and capacity building for staff and councillors
						Sustainable Infrastructure and service delivery	A2	To decrease Municipal Risk through risk management
							A3	Attain effective and efficient municipal administration
							A4	Improve education of citizens through early childhood development and skills development
							A5	Strengthen and improve employment equity in the municipality
							A6	To decrease Municipal Risk through risk management
B	Basic Service Delivery	Improved access to basic services	Strategic Infrastructure	Pillar 2: Delivering Basic Services	Service Standards; Access	Provide quality, sustainable and strategic basic infrastructure services with diligence and compassion.	B1	Increased provision of municipal services in a sustainable manner
							B2	Improved state of Municipal Infrastructure
							B3	To improve quality of life through social infrastructure development

INDEX	NATIONAL KEY PERFORMANCE AREAS	UTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES
C	Local Economic Development	Implementation of Community Works Programme and Supported Cooperatives	Inclusive Economic Growth	N/A	Access; Redress;	To create a conducive environment for socio-economic growth	C1	To align the LED Strategy with the PGDS, EPWP and CWP
							C2	To increase job creation
								To improve support to Local Development
D	Financial viability and Financial Management	Improve Municipal Financial and Administrative capability	Governance and Policy	Pillar 4: Sound financial management and accounting	Value for money; Openness and Transparency	Sound Financial Management, Systems and Sustainability	D1	To enhance revenue collection
							D2	To ensure that financial resources are efficiently and effectively allocated
							D3	To ensure effective management and monitoring of expenditure
							D4	Improved budgeting, reporting and compliance.
E	Good Governance And Public Participation	Deepen Democracy through a refined ward Committee system	Governance and Policy	Pillar 1: Putting People First	Leadership and Strategic Direction; Information; Courtesy; Open and Transparency; Redress	Promote good governance in the municipality and participatory local government.	E1	Strengthened Governance, Oversight and Reduced risk
				Pillar 3: Good Governance			E2	To ensure efficient and effective internal and external communication
							E3	Attain effective and efficient municipal administration

INDEX	NATIONAL KEY PERFORMANCE AREAS		UTCOME 9 OUTPUT	PDGS	BACK TO BASICS PRINCIPLE	BATHO PELE PRINCIPLES	STRATEGIC PRIORITY (MUNICIPAL GOALS)	IDP REF	STRATEGIC OBJECTIVES
F	Cross Issues	Cutting	One window of co-ordination	⇒ Environmental sustainability ;	Pillar 1: Putting People First	Service Standards; Redress	Ensure improved response to disasters	F1	Improve strategic and Municipal Spatial Planning
				⇒ Spatial Equity;				F2	To promote a safe and healthy environment for Nkandla community
				⇒ Human and Community Development				F3	To minimize the effect of natural and other disasters
									To create a conducive environment for socio economic growth

10. SECTION E.1: STRATEGIC MAPPING & IMPEMENTATION PLAN

The Spatial Development Framework (SDF) is an integral part of a Municipality's IDP (Chapter 5 of the MSA 32, of 2000) and should reflect the culmination of the other elements of the IDP, guided by those development informants, strategies and development actions, which have a spatial implication. Based on the development strategies identified in the Nkandla Municipality's IDP, the Spatial Development Framework has taken in to account the subsequent critical areas to be developed spatially.

- ⇒ Tourism Development
- ⇒ Agricultural Development
- ⇒ Service and Industrial Development

This is high level draft Spatial Development Framework which will be reviewed in 2012-2017 financial years, full detailed information on Municipal Spatial Development Framework is contained here with as Annexure A.

10.2. STRATEGIC MAPPING

This section of the IDP indicates the desired growth and development of Nkandla Local Municipality and is presented by maps that specifically reflect the following:

- ⇒ Environmentally Sensitive Areas;
- ⇒ Municipal desired spatial outcomes;
- ⇒ Municipal desired spatial form and land use;
- ⇒ Spatial reconstruction of the Municipality;
- ⇒ Strategic guidance in respect of the location and nature of development within the municipality;
- ⇒ Spatial alignment with neighbouring municipalities;
- ⇒ Indication on where public and private land development and infrastructure investment should take place;
- ⇒ Areas where strategic intervention is required; and
- ⇒ Areas where priority spending is required

10.2.1 SPATIAL PROJECTS PRIORITISATION

The project criteria matrix enables the municipality to identify priority areas and projects that will assist in successfully implementing the SDF. The project criteria matrix does not serve as a substitute for the projects listed and prioritized in the IDP. The focus of the project criteria matrix in the SDF is to identify and list spatially related projects and assess them against specifically identified criteria in order to rank and priorities these projects in spatial planning terms.

The projects were assessed against three main criteria, which each included sub criteria, and include:

Map : Capital Investment Framework 2019/2020

NKANDLA MUNICIPALITY

CAPITAL INVESTMENT PLAN (FIVE YEAR PLAN)

1.1 APPROACH, METHODOLOGY & OUTPUT

The primary aim of the IDP and the capital investment aspect of the Review are not to rewrite the IDP but to focus on the capital investment aspects of the IDP and to indicated gaps and make recommendations where appropriate. The capital investment approach and procedures should not take the form of comprehensive and detailed planning, but rather take a strategic form, focusing on procedures which will achieve the intent of a strategic including investment reform in keeping with the development priorities and capacity of the municipality (Guide Pack Vol.3: 96). Integration is important and therefore the links between the strategies, resources, proposed projects and the available institutional capabilities need to be carefully considered (Guide Pack Vol. 3). There should be close links between planning and the operational and capital budgeting process.

The approach to the review is based on *realism*, the new principles underlying strategic, “credible” IDP processes and the guidelines to local level planning recommended in the 1996 IDP Guide Packs and updates to these guide packs. This entails:

- A strong focus on the sustainable delivery of programmes that have been agreed to in the consultation processes undertaken thus far. Where appropriate the gaps in this element need to be attended to and unrealistic elements need to be tailored to suite the capacity and focus of the local municipality.
- The focus needs to be on sustainable programme.
- The basic methodology is geared towards output as stipulated in Guide Pack Vol. 3 calling for:

A Tabular overview of capital investment projects including:

- Total investment costs
- Potential sources of funding
- Phased annual capital expenditure
- Total operation/ maintenance costs required for capital investment.

THE CAPITAL INVESTMENT PLAN

The Capital Investment Plan emphasises the capital investment aspects of the IDP, social capital projects and supporting capital investment projects. Social capital and supporting capital investment processes are often not included in a capital investment planning process in traditional private sector capital investment planning. However, current “credible” IDP, LED and Policy research reveals that Social Capital investment is vital for the success of Municipal Capital investment aiming at taking delivery mandates seriously. The estimated capital costs for each project and programme is shown with the accompanying estimated operational and maintenance cost. The five-year cost phasing is shown. The potential source of funding is, however, not indicated as the capital investment projects are mainly funded through Municipal Infrastructure Grant (MIG) and Integrated National Electrification Programme (INEP), while the majority of the LED projects are funded through Equitable Share.

SPATIAL PLANNING AND THE ENVIRONMENTAL MANAGEMENT PLAN (EMP)

THE CORE CAPITAL INVESTMENT FOCUS AREAS The spatial development framework (SDF) is understood to be the spatial depiction of the capital investment plan. It is consequently, of importance that all capital investment planning includes the GPS co-ordinates of all projects so that they can be shown in the SDF which is thoroughly work shopped with the IDP participants. Central to the Nkandla SDF is an Environmental Management Plan which will address arrangement of environmental management and audit issues in the municipal area speed up the development control aspects of land use regulation and Capital Investment. The municipality is to be commended for the integration of environmental management issues with the SDF.

THE CORE CAPITAL INVESTMENT FOCUS AREAS

The core capital investment focus areas are briefly discussed in turn.

The importance of investing in infrastructure

The provision of infrastructure with a focus on the integration of roads, electricity, alternative energy sources, water and sanitation is high on the agenda in this IDP Review

Inclusive Nkandla Municipal Capital investment

The electricity infrastructure and alternative energy source

The Municipality needs to launch an intensive investigation into the electrification and alternative energy sources in order to begin to address this development deficit.

Water and Sanitation

Although the District Municipality is responsible for water and sanitation in Nkandla municipal area, however, the water and sanitation platform still needs to be systematically built in order to provide services throughout the area in a well maintained manner. The maintenance of services provided by capital investments is vital for a sustainable delivery process. To date, the maintenance and operational costs associated with projects have not been clearly aligned in the IDP. This link between the maintenance and operational costs of capital investment strategies is important for sustainable water and sanitation delivery and for the other aspects of the capital investment plan.

Local monitoring and strategic corrective action

Local monitoring and strategic corrective action relating to maintenance is vital for sustainable delivery in general. Therefore, the maintenance and operational costs should be included in the local IDP operational strategy section for monitoring and strategic intervention purposes.

Joint strategic Capital Investment and other strategic fora

Participation in a joint strategic Capital Investment, Financial and Institutional Planning workshop needs to be initiated in relation to addressing the issue of maintenance in relation to project delivery in general and specifically in relation to water and roads access issues.

In addition, an implementation and management strategy is called for to address these important infrastructure alignment issues. Central to this process will be the performance management process which needs to be aligned with the new Capital Investment and revised Financial planning process.

STRATEGY NO 1: FACILITATE THE ALIGNMENT OF ROADS, WATER AND SANITATION PLANNING, IMPLEMENTATION AND MANAGEMENT

Action required By when Responsibility		Action required By when Responsibility	Action required By when Responsibility
1	Initiate an urgent, high profile meeting with the District Municipality, DoT and key service providers in order to address the lack of alignment of the infrastructural planning and capital expenditure processes.		
2	Participate in a District level presentation to DoT showing the significance of investment in the road infrastructure in the local municipality and its location in the local and district IDP Spatial Development Frameworks. The importance of roads and bridges for, poverty alleviation and area based economic growth in the local municipality should be stressed.		
3	Initiate a meeting with the District Municipality in order to clarify the water and sanitation project funding allocations and priority allocation after local priorities are sent to the District Municipality.		
4	Negotiate a new communication mechanism for full participation on the water, sanitation and projects funding and phasing process, particularly for MIG, DWS and DPW projects.		MM/DTS
5	Report to the IDP Representative Forum on progress on alignment and progress on alignment and MTEF issues so that alignment is		

	placed firmly on the agenda of each IDP Representative Forum meeting.		
6	Ensure that the capital investment into infrastructure is aligned with the financial planning and development of social capital in these projects		

PERFORMANCE INDICATORS:

1. A successful meeting with District Municipality, DoT and key service providers;
2. The preparation of the presentation material in time for the meeting with District Municipality and DoT;
3. Appropriate municipal representation on the Roads Transport Forums;
4. Roads priorities on IDP's are no longer perceived as "lists" but structured and realistic programmes with associated plans of action for systematic implementation according to the MTEF.
5. Improved communication between the Municipality and the District Municipality on the water, sanitation and CBPW projects funding allocation and phasing processes.
6. The section 54/56 performance contracts are aligned with the new financial planning and capital investment objectives and strategies at SDIP level and with the specific KPI's at the line function implementation levels.

Priority Issue	Departmental Objectives	Measures		Project Information			Programme Budget (R 000)				
		Output	Outcome				Funding source/ Funding	Year 1: 2017/18	Year 2: 2018/19	Year 3: 2019/20	Year 4: 2020/21
				Project Name	Project Description	Ward		Budget	Budget	Budget Estimate	Budget Estimate
	(Access Roads)										

CAPITAL PROJECTS (Roads & storm water and causeways	Monitor and facilitate the implementation of all capital projects planned for Nkandla	Number of capital projects implemented	Number of roads completed and handed over to community for use	Nkethabaweli	Road re-gravelling and storm water features	3	MIG	R2 670	1 500			
				Nkomeziphansi	Road re-gravelling and storm water features	9	MIG	R3 350				
				Ntshiza	Road re-gravelling and storm water features	8	MIG	R478				
				Esakhile Access Roads	Completion of Esakhile surfaced Access Roads	5	MIG	R3 220				
				Ediphini gravel roads & causeway	Completion of construction	4	MIG	R1 437				

				Nsuze/ Ngomankulu	Retention for the bridge and gravel road	11	MIG	R618				
				Esikhwane (3.5kms)	Road re- gravelling and storm water features	12	MIG					R3 000
				Vimbimbobo (3.0 kms)	Road re- gravelling and storm water features	3	MIG		R3 000			
				Thalaneni (4kms)	Road re- gravelling and storm water features	4	MIG				R4 000	
				Mandathane (4 kms)	Road re- gravelling and storm water features	8	MIG			R1 500		

				Willem (4)	Road re-gravelling and storm water features	2	MIG			R1 500		
				Bangamanzi (4kms)	Road construction and storm water features	9	MIG				4 000	
				Kwa Gugu (3 kms)	Road re-gravelling and storm water features	12	MIG					R3 500
				Ezibondweni gravel road & causeway	Road construction with storm water features, and causeway	9	MIG			4 100		
				Ngwegweni Access Road	Road construction	4	MIG			3 000		

					with storm water features, and causeway							
				Nhlababo/Maqhashiya/Ehlabatini access roads	Road construction with storm water features, and causeway	7	MIG				R12 500	
SUB-TOTAL								R11 770	R11 000	R7 000		R3 500

CSCs and Community Halls

			Number community facilities completed and handed over to community for use	Nhloshana CSC (180m²)		9	MIG		R3 500			
				Amazoni Comm Hall (80m²)		2	MIG		R2 000			
				Ezindumeni Comm Hall (80m²)		2	MIG					3030
				Ndatshe CSC 180(m²)		1	MIG		R3 500			
				Vumanhlamvu CSC Phase 2 (180m²)		6	MIG	R3 000			2 500	
				Maphuthu CSC (180m²)		10	MIG			R4 000		

	Number of capital projects implemented	Number of roads completed and handed over to community for use		Mfongosi Comm Hall (80m²)		9	MIG		R3 300			
				Mtshwili Comm Hall (80m²)		11	MIG		R2 000			
				Zungeni Comm Hall (80m²)		5	MIG		2 324			
				Mathiya Comm Hall (80m²)		6	MIG		2 000			
				Nhlababo CSC (180m²)		7	MIG	R3 703				
				Nqundu Comm Hall (80m²)		5	MIG			R4 500		
				Ngomankulu Comm Hall (80m²)		11	MIG			R4 500		
				Emakhanyezi Comm Hall (80m²)		7	MIG				R5 000	
				Makhendle Comm Hall (80m²)		6	MIG			R5 000		
				Mabhuqwini CSC (180m²)		2	MIG		3 300			

				Ezintinini Comm Hall (80m²)		7	MIG					R5 000
				Entshiza Comm Hall (80m²)		8	MIG					R5 000
				Khabela Comm Hall (80m²)		3	MIG		3 300	4 000		
				Mpungose North CSC (180m²)		05	MIG				R5 500	
				Construction of Council Parlour		5					R15 million	
				Construction of Nkandla Disaster Centre		5					R20millio n	
				Construction of SMME Stalls		5					R15millio n	
				Construction of Nkandla Testing Ground		5					R5million	
				Construction of animal pound		5					R10 million	
SUB-TOTAL								R9 733	R20 000	R8 000	R19 500	R25 000

SPORTS CENTRE

Number of capital projects implemented	Number of sports facilities completed and handed over to community for use		Mabengela Sports Centre/Creche (m²)	Constructed +/-120m² building to cater for sports and ECD activities	6	MIG					R3 500	
				Nkandla Sports Complex							R20 million	
			Mqubeni Creche	Constructed +/-137m² building to cater for ECD activities	6	Internal sources				R0.450m		
			Madlozi Creche	Constructed +/-137m² building to cater for ECD activities	10	Internal sources				R0.450m		
			Mthandanhle Creche	Constructed +/-137m² building to cater for ECD activities	04	Internal sources				R0.450m		

SUB-TOTAL									R1 350		
-----------	--	--	--	--	--	--	--	--	--------	--	--

**SPORTS
GROUNDS**

					Upgrading of the soccer pitch, installation of grand stand, renovation of ablution facilities, provision of new gymnasium / installation of mast lights, provision of practice soccer field				R3 060	R6 440		
				Nkungumathe Sportsfield								
	Number of capital projects implemented	Number of square meters of sports facilities completed and handed over to		Ekukhanyeni (m²)	Graded soccer pitch, netball pitch, running track, ablution, installation of galvanized	4	MIG/DSR		R2 000			

		community for use			poles, fencing)							
	Number of capital projects implemented	Number of square meters of sports facilities completed and handed over to community for use		Ophindweni (m ²)	Graded soccer pitch, netball pitch, running track, ablution, installation of galvanized poles, fencing)	11	MIG/DSR		R2 000			
	Number of capital projects implemented	Number of square meters of sports facilities completed and handed over to community for use	Number of capital projects implemented	Ndweni (m ²)	Graded soccer pitch, netball pitch, running track, ablution, installation of galvanized poles, fencing)	6	MIG/DSR		R2 500			
	Number of capital projects implemented	Number of square meters of sports facilities	Number of capital projects implemented	Ntingwe (m ²)	Graded soccer pitch, netball pitch, running track, ablution, installation	12	MIG/DSR		R2 675			

		completed and handed over to community for use			of galvanized poles, fencing)							
	Number of capital projects implemented	Number of square meters of sports facilities completed and handed over to community for use	Number of capital projects implemented	Nongamlana (m²)	Graded soccer pitch, netball pitch, running track, ablution, installation of galvanized poles, fencing)	3	MIG/DSR		R2 675			
	Number of capital projects implemented	Number of square meters of sports facilities completed and handed over to community for use	Number of capital projects implemented	Maphuthu (m²)	Graded soccer pitch, netball pitch, running track, ablution, installation of galvanized poles, fencing)	10	MIG/DSR		R2 675			
	Number of capital projects implemented	Number of square meters of sports		Nomanci (m²)	Graded soccer pitch, netball pitch, running track, ablution,		MIG/DSR					

		facilities completed and handed over to community for use			installation of galvanized poles, fencing)	7					R3 000	
	Number of capital projects implemented	Number of square meters of sports facilities completed and handed over to community for use		Jabavu (m²)	Graded soccer pitch, netball pitch, running track, ablution, installation of galvanized poles, fencing)	12	MIG/DSR				R3 000	
				Pholela (m²)	Graded soccer pitch, netball pitch, running track, ablution, installation of galvanized poles, fencing)	9	MIG/DSR				R3 000	
SUB-TOTAL									R34 945	R22 834	R9 000	

ACCESS ROADS UPGRADING PROGRAMME (ARUP)

	Provide safe and appropriate roads and storm water networks to urban and rural areas of the municipality	Number of kilometers of safe roads	Number of improved accessibility and safe roads between areas	In the whole of Nkandla Area	Existing roads blading and levelling	All 14 Wards (kms)	Internal revenue	R833	R2 000	R2 500	R3 000	R3 500
See annexure A												
SUB-TOTAL								R833	R2 000	R2 500	R3 000	R3 500

Annexure B

TOWN ROADS MAINTENANCE and UPGRADING PROGRAMME

TOWN ROADS MAINTENANCE and UPGRADING PROGRAMME

Provide safe and appropriate roads and storm water networks in Nkandla Town	Number of kilometers of safe road	Number of improved and well-maintained accessibility and safe roads in town	CBD (kms)	Pothole patching, storm water upgrade, humps, road signage and road safety features	5	Internal revenue	R1 000	R1 500	R2 000	R2 500	R3 000
			Sinqobile Location (kms)	Pothole patching, storm water upgrade, humps, road signage and road safety features	5	Internal Revenue					
			Sakhile Location (kms)	Pothole patching, storm water upgrade, humps, road signage and road safety features	5	Internal Revenue					
			SUB-TOTAL				R1 000	R1 500	R2 000	R2 500	R3 000

Annexure C
COMMUNAL CAUSEWAYS

COMMUNAL CAUSEWAYS

Ensuring the community safety by providing safe river crossings	Number of communities provided with causeways or crossings	Number of causeways or crossings provided	Whole of Nkandla Municipal Area	Provision of +/-5m long and 3m wide river crossing for community use	All 14 wards	MIG		R11 000	R12 000	R13 000	R14 000
SUB-TOTAL								R11 000	R12 000	R13 000	R14 000

SELF-BUILT ELECTRIFICATION PROGRAMME

			Thaleni/Vimbimbobo Phase 3	Electricity House connection	3	INEP Schedule 5 B		R5 000			
			Nhloshane Phase 3	Electricity House connection	9	INEP Schedule 5 B		R8 000	R6 350	R6 500	

Provision of access to electrification	Number of connections per project	Number of households with access to electricity	Mvutshini/Madlozi/Malunga/Sidashi		3 & 10	INEP Schedule 5 B		R8 000	R6 350	R6 500	
			Cuphuchuku	Electricity House connection	11	INEP Schedule 5 B			R0.600		
			Maqhashiya/Zingwelevu	Electricity House connection	7	INEP Schedule 5 B			R1 000		
			Bangamanzi	Electricity House connection	9	INEP Schedule 5 B			R1 400		
			Ezibondweni	Electricity House connection	9	INEP Schedule 5 B			R0.300		
			Maphumulo	Electricity House connection	4	INEP Schedule 5 B			R1 000		
						INEP		R21 000	R17 000	13 000	

ELECTRICITY INFILLS AND ISLANDS PROGRAMME & ELECTRICITY MAINTENANCE

			In all areas of Nkandla	Electricity House connection	All	INEP Schedule 5 A		R1 500	R1 750	R2 000	
--	--	--	-------------------------	------------------------------	-----	-------------------	--	--------	--------	--------	--

Provision of access to electrification	Number of connections per project	Number of households with access to electricity									
	Kilometres and number of number of underground electrical infrastructure	Kilometres and number of CBD electrical infrastructure achieved	Nkandla CBD	Conversion of overhead electrical infrastructure into underground system	5	Internal revenue		R5 000	R5 500	R6 000	R6 500
	Ensured safety of the municipal electrical maintenance personnel	Purchased and utilization of Chery pickers to ensure effective and efficient electricity maintenance and safety	Nkandla Town	Purchase of the Chery picker	5	Internal revenue		R500 (once-off)			
SUB-TOTAL								R7 000	R7 250	R8 000	R6 500

COMMUNITY LIGHTING

Provision of community lighting in order to ensure the safety of the people	Areas provided with masts	Number of Mast lights provided		Esakhile Location	5	INEP Schedule 5 B/MIG/ Internal revenue		R600	R650		
				White City Location	5	INEP Schedule 5 B/MIG/ Internal revenue		R600			
				Sinqobile Suburbs	5	INEP Schedule 5 B/MIG/ Internal revenue		R600		R600	
				Qhudeni	8	INEP Schedule 5 B/MIG/ Internal revenue		R300	R150		R150
				Emjahweni	5	INEP Schedule 5 B/MIG/ Internal revenue			R450		
SUB-TOTAL								R2 100	R1 250	R600	R150

RENOVATIONS, MAINTENANCE AND REPAIRS OF MUNICIPAL FACILITIES

Renovation, maintenance and repairs of municipal public facilities	Number of facilities renovated or maintained or repaired	Number of square meters	Mthiyahwa Comm Hall	Intensive and comprehensive maintenance of the hall (re-plastering, windows and doors fixing and replacing, roof renovation, etc)	5	Internal revenue	R500	R150	R200	R225	R250
			Amakhosi Hall	Intensive and comprehensive maintenance of the hall (re-plastering, windows and doors fixing and replacing, roof renovation, plumbing etc)	5	Internal revenue	800 000 (once-off)				
			Landfil site electrification and		5	Internal revenue					

			installation of boreholes								
			Esakhile Community Park Lighting		5	Internal revenue		R750 (once-off)			
			Echibini Hall		2	Internal revenue		R125	R150	R175	R200
			Mangidini CSC		7	Internal revenue		R50	R75	R85	R100
			Power Sports field		14	Internal revenue		R250	R200	R150	R100
			Chwezi Sports field		1	Internal revenue		R250	R200	R150	R100
			Vimbimbobo CSC		3	Internal revenue		R50	R75	R85	R100
			Mvutshini Sportsfield		10	Internal revenue		R250	R200	R150	R100
			Godide CSC		8	Internal revenue		R50	R75	R85	R100
			Godide Sportsfield		8	Internal revenue		R250	R200	R150	R100
			Qhudeni Community Hall		8	Internal revenue		R125	R150	R175	R200
			Qhudeni Sportsfield		8	Internal revenue		R250	R200	R150	R100
			Bhacane Comm Hall		2	Internal revenue		R125	R150	R175	R200

				Mfongosi Sportsfield		9	Internal revenue		R250	R200	R150	R100	
				Mthiyagqwa sportsfield		5	Internal revenue		R250	R200	R150	R100	
SUB-TOTAL									R1 300	R2 175	R2 275	R2 055	R1 850

NKANDLA TOWN UNDERGROUND ELECTRICITY CABLING PROGRAMME

	Conversion of Nkandla Town overhead electricity cabling system into underground cabling system	To ensure public safety and town beautification		Nkandla CDB	Conversion of overhead electricity cabling system into underground cabling system	5	DoE/inter nal revenue		R1 750	R2 000	R2 250	R2 500
SUB-TOTAL									R1 750	R2 000	R2 250	R2 500
GRAND TOTAL								R24 636	R81 185	R57 500	R59 850	R64 000

Annexure D

Local Roads (re-gravelling) and Causeways to be funded and implemented by KZN Department of Transport in Nkandla

Annexure E

King Cetshwayo District Projects 2019/20 & MTEF Period in Nkandla

King Cetshwayo District Projects 2019/20 & MTEF Period

Emis No	Project Name	Scope of Works	Sub-Programme	Project Status	Programme Implementer/ IA	Nature of Investment	Primary Funding Source (FINAL)	LATITUDE	LONGITUDE	Total Project Cost R'000	Budget Allocation 2018-19 R'000	Estimate Allocation 2020-21 R'000	Estimate Allocation 2021-22 R'000
500108077	BHEDLANA JUNIOR PRIMARY SCHOOL	1X MALE TEACHER'S FACILITIES, 1X FEMALE TEACHER'S FACILITIES, 2X BOYS FACILITIES, 4X GIRLS FACILITIES, GRADE R FACILITIES, GRADE R TEACHER'S FACILITIES, 1X DISABLED FACILITIES	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.73327	30.73824	2 400	0.00	372.00	0.00
500108077	BHEDLANA PRIMARY SCHOOL	ERADICATION OF ASBESTOS	ASBESTOS	PRE-FEASIBILITY	DBSA	REFURBISHMENT AND REHABILITATION	EQUITABLE SHARE	-28.73327	30.73824	2 500	0.00	904.00	2 026.00
500308839	BHOBHE PRIMARY SCHOOL	1X MALE TEACHER'S FACILITIES, 1X FEMALE TEACHER'S FACILITIES, 2X BOYS FACILITIES, 4X GIRLS FACILITIES, GRADE R FACILITIES, GRADE R TEACHER'S FACILITIES, 1X DISABLED FACILITIES	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.7592	31.1142	2 400	0.00	372.00	0.00
500308839	BHOBHE PRIMARY SCHOOL	1 X 75M ² UNIT, ECD TOILETS, PLAY EQUIPMENT AND FENCING	EARLY CHILDHOOD DEVELOPMENT	NOT IN THE COMMITMENT	COEGA DEVELOP	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.7592	31.1142	1 377	688.50	0.00	344.25
500109964	BHUQWINI HIGH SCHOOL	1X MALE TEACHER'S FACILITIES, 2X FEMALE TEACHER'S FACILITIES, 2X BOYS FACILITIES, 6X GIRLS FACILITIES, GRADE R FACILITIES, GRADE R	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.51924	30.83641	2 400	0.00	372.00	0.00

500110371	BIZIMALI SECONDARY SCHOOL (RE-TENDERED)	6 X STANDARD CLASSROOMS, 1 X ADMIN BLOCK, HOSPITALITY SUIT, 1 X CIVIL TECHNOLOGY WORKSHOP, 1 X ENGINEERING GRAPHIC AND DESIGN, 1 X PHYSICAL SCIENCE LAB, 1 X MEDIA CENTRE, TEAM TEACHING ROOM, COUNCELLING ROOM, 4 X HOD OFFICES OUTSIDE THE ADMIN, 4 X TEACHERS WORK ROOM OUTSIDE THE ADMIN, GENERAL STORE ROOM OUTSIDE THE ADMIN, GARDEN STORES AND CHANGE ROOM, GATE HOUSE, KITCHEN, SOCCER FIELD, 2 X NETBALL FIELDS, 33 PARKING BAYS INCLUDING 1' X	UPGRADES AND ADDITIONS	PRACTICAL COMPLETION - 100%	COEGA DEVELOPMENT CORPORATION	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.72251	30.69624	17 184	938.00	0.00	0.00
500110371	BIZIMALI HIGH SCHOOL HOSTEL	UPGRADES AND ADDITIONS TO SCHOOL	HOSTELS	DESIGN	DOPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.69624	7 000	0.00	3 323.00	1 341.00
500110371	BIZIMALI HIGH SCHOOL	ERADICATION OF ASBESTOS	ASBESTOS	PRE-FEASIBILITY	DBSA	REFURBISHMENT AND REHABILITATION	EQUITABLE SHARE	-	30.69624	2 500	0.00	904.00	2 026.00
500110371	BIZIMALI HIGH SCHOOL	CONSTRUCTION OF 1 BOYS, 2 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.69624	2 400	0.00	372.00	0.00
500109964	BHUQWINI SECONDARY SCHOOL	REFURBISHMENT AND REHABILITATION	RENOVATIONS, REHABILITATION	PRACTICAL COMPLETION - 100%	DOPW	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-	30.83641	5 228	170.00	0.00	0.00

500113 516	BUKELAKITHI PRIMARY SCHOOL	DISABLED, 18 X PIT LATRINES AND 2 X DISABLED PIT LATRINES	EARLY CHILDHOOD DEVELOPMENT	PRACTICAL COMPLETION - 100%	COEGA DEVELOPMENT	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	38.50426	31.0350	1 596	84.00	0.00	0.00
500118887	CUNGCWANA COMBINED PRIMARY SCHOOL	SANITATION PHASE 3 PROGRAMME - CONSTRUCTION OF NEW ABLUTION FACILITIES, REPAIRS AND RENOVATIONS OF EXISTING ABLUTION/S, CONSTRUCTION OF NEW BOREHOLE, PROVISION FOR NEW WATER HARVESTING JOJO TANKS, CONSTRUCTION OF V-DRAINS, CONSTRUCTION OF COVERED WALKWAY AND DESLUDGING OF EXISTING ABLUTIONS	WATER AND SANITATION	DESIGN	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.502	30.9094		1 500	0.00	225.00	0.00
500121619	DINUNTULI PRIMARY SCHOOL	REPLACEMENT OF ASBESTOS ROOF SYSTEM TO EXISTING TWO 3 & TWO 4 CLASSROOM BLOCKS, ADMIN BLOCK & KITCHEN. REPLACEMENT OF BROKEN GLAZING AND DOORS. REDESIGNING OF SURFACE DRAINAGE, DESLUDGING EXISTING ABLUTIONS, RAINWATER GOODS & WATER HARVESTING.	STORM DAMAGE	FEASIBILITY	DOPW	MAINTENANCE AND REPAIR	EDUCATION INFRASTRUCTURE GRANT	-28.72339	30.70061		270	0.00	375.00	396.00
500121 619	DINUNTULI PRIMARY SCHOOL	ERADICATION OF ASBESTOS	ASBESTOS	PRE-FEASIBILITY	DBSA	REFURBISHMENT AND REHABILITATION	EQUITABLE SHARE	-	38.72220	30.70061	2 500	0.00	904.00	2 026.00

500121 804	DLABE COMBINED PRIMARY SCHOOL	CONSTRUCTION OF 1 BOYS, 2 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATI ON	PLANNI NG	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.71201	31.055	2 400	0.00	372.00	0.00
500122211	DLOLWANE PRIMARY SCHOOL	SANITATION PHASE 3 PROGRAMME - DEMOLITION OF EXISTING ABLUTION/S, CONSTRUCTION OF NEW ABLUTION FACILITIES, CONSTRUCTION OF NEW BOREHOLE, PROVISION FOR NEW WATER HARVESTING JOJO TANKS, CONSTRUCTION OF V- DRAINS, CONSTRUCTION OF COVERED & OPEN WALKWAYS AND DESLUDGING OF EXISTING ABLUTIONS	WATER AND SANITATION	ON HOLD	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.69718	30.9125	30.9125	2 000	0.00	0.00	360.00
500127 983	EKHOMBE PRIMARY SCHOOL	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATI ON	ON HOLD	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.646222	30.933	2 000	0.00	0.00	360.00
500325 822	EKUPHIWENI JUNIOR SECONDARY SCHOOL	CONSTRUCTION OF 1 BOYS, 2 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATI ON	PLANNI NG	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.56600	30.839	2 400	0.00	372.00	0.00
500129 315	EKUZWANENI COMBINED PRIMARY SCHOOL	CONSTRUCTION OF 1 BOYS, 2 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATI ON	PLANNI NG	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.94567	31.027	2 400	0.00	372.00	0.00
500134 125	EMPHALWINI COMBINED PRIMARY SCHOOL	CONSTRUCTION OF 1 BOYS, 2 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATI ON	PLANNI NG	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.92760	30.973	2 400	0.00	372.00	0.00
500135 050	EMTHUNGWENI HIGH SCHOOL	CONSTRUCTION OF 1 BOYS, 2 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATI ON	PLANNI NG	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.93666	31.042	2 400	0.00	372.00	0.00

500138 565	ENTSHIZA COMBINED PRIMARY SCHOOL	CONSTRUCTION OF 1 BOYS, 2 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATI ON	PLANNI NG	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	- 30.6204	30.766 65	2 400	0.00	372.00	0.00
500138 565	ENTSHIZA PRIMARY SCHOOL	ERADICATION OF ASBESTOS	ASBEST OS	PRE- FEASIBILI TY	DBSA	REFURBISHMENT AND REHABILITATION	EQUITABLE SHARE	- 30.6204	30.766 65	2 500	0.00	904.00	2 026.00
500139 046	ENYAWOSHANE PRIMARY SCHOOL	STORM DAMAGES TO SCHOOL	STORM DAMAGE	DESIGN	DOPW	MAINTENANCE AND REPAIR	EDUCATION INFRASTRUCTURE GRANT	- 30.77140	31.251 57	4 514	0.00	95.00	100.00
500142 376	ETHULWANE PRIMARY SCHOOL	CONSTRUCTION OF SUPPORT CENTRE AND REPAIRS, RENOVATIONS AND UPGRADES	LEARNI NG WITH SPECIAL EDUCATION	DESIGN	KZNDO E	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	- 30.79210	30.967 30	16 890	0.00	2 867.00	227.00
500143 301	EZIJBENI SENIOR PRIMARY SCHOOL	CONSTRUCTION OF 1 BOYS, 2 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATI ON	PLANNI NG	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	- 30.6981	30.857 3	2 400	0.00	372.00	0.00
500143338	EZILOZINI PRIMARY SCHOOL	DEMOLITION EXISTING AND CONSTRUCT NEW BLOCKS, CONSTRUCTION OF NEW BOREHOLE, PROVISION FOR NEW WATER HARVESTING JOJO TANKS, CONSTRUCTION OF V- DRAINS, CONSTRUCTION OF COVERED & OPEN WALKWAYS AND DESLUDGING OF EXITING ABLUTIONS	WATER AND SANITATION	READY FOR TENDER	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.83425	30.90663	2 514	0.00	460.95	0.00
500144 522	FANGELAKHE PRIMARY SCHOOL	STORM DAMAGES TO SCHOOL	STORM DAMAGE	PLANNI NG	KZNDO E	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	- 30.7770	31.311 3	3 700	0.00	0.00	666.00

500145 373	FORT LOUIS PRIMARY SCHOOL	CONSTRUCTION OF REPLACEMENT SCHOOLS	UPGRADES AND ADDITIONS	FEASIBILITY	DOPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.42047	30.97019	24 200	0.00	295.00	311.00
500145 373	FORT LOUIS PRIMARY SCHOOL	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	ON HOLD	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.42047	30.97019	2 000	0.00	0.00	360.00
500146039	FUNIZWE PRIMARY SCHOOL	CONSTRUCTION OF 1 BOYS, 2 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.6185	30.9499	2 400	0.00	372.00	0.00
500146446	GABANGENKOSI PRIMARY SCHOOL	1 MP CLASSROOM, 0.5 MEDIA CENTRE, 0.5 COMPUTER ROOM, ADMIN OFFICES, 1 SNP KITCHEN, 13 TOILET SEATS, 1 SPORTSFIELD	LEARNERS WITH SPECIAL EDUCATIONAL NEEDS	DESIGN	KZNDOE	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.44459	30.99056	15 773	0.00	5 997.69	6 174.00
500150 442	GODIDE HIGH SCHOOL	CONSTRUCTION OF 1 BOYS, 2 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.71921	30.92172	2 400	0.00	372.00	0.00
500151 034	GONZAGA PRIMARY SCHOOL	ERADICATION OF ASBESTOS	ASBESTOS	PRE-FEASIBILITY	DBSA	REFURBISHMENT AND REHABILITATION	EQUITABLE SHARE	-28.61124	30.81017	2 500	0.00	904.00	2 026.00
50015292	GUBAZI PRIMARY SCHOOL	CONSTRUCTION OF 4 BOYS, 4 URINALS, 8 GIRLS, 1 DISABLED, STAFF 1M, 2 URINALS, 2 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.5761	30.851	2 400	0.00	372.00	0.00

500153 291	HALAMBU PRIMARY SCHOOL	STORM DAMAGES TO SCHOOL	STORM DAMAGE	PRACTICAL COMPLETION -100%	DBSA	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-28.776	31.113	4 543	0.00	0.00	0.00
500153402	HAMBAYEDWA PRIMARY SCHOOL	DEMOLITION OF BLOCK G 2 CLASS ROOM BLOCK. REPLACEMENT OF BROKEN GLAZING AND DOORS. REDESIGNING OF SURFACE DRAINAGE, DESLUDGING EXISTING ABLUTIONS, RAINWATER GOODS & WATER HARVESTING.	STORM DAMAGE	TENDER	DOPW	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-28.76434	31.07711	4 528	0.00	370.00	390.00
500192 548	MAGQAMA HIGH SCHOOL	STORM DAMAGE TO 5 CLASSROOMS	STORM DAMAGE	TENDER	DBSA	MAINTENANCE AND REPAIR	EQUITABLE SHARE	-	31.104 27	4 884	81.00	723.00	1 377.59
500240 204	NTOLWANE PRIMARY SCHOOL	STORM DAMAGE TO 1 CLASSROOM	STORM DAMAGE	TENDER	DBSA	MAINTENANCE AND REPAIR	EQUITABLE SHARE	-	31.121 71	6 821	77.00	723.00	857.59
500162 356	INDATSHE COMBINED PRIMARY SCHOOL	CONSTRUCTION OF 1 BOYS, 2 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	ETHEKWINI	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	31.025 2	2 705	0.00	609.51	0.00
500169 497	ITHALA HIGH SCHOOL	CONSTRUCTION OF 1 COMPUTER ROOM,1 MEDIA CENTRE AND ELECTRICAL WORKSHOP	CURRICULUM REDRESS	CONSTRUCTION 76% - 99%	INDEPENDENT	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	31.071 68	6 005	0.00	0.00	0.00

500169 497	ITHALA SECONDARY SCHOOL	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	READY FOR TENDER	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.51620	31.07168	2 900	0.00	262.00	0.00
500170 089	IWANGU PRIMARY SCHOOL	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	READY FOR TENDER	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.70013	31.29003	2 900	0.00	262.00	0.00
500170089	IWANGU PRIMARY SCHOOL	REPLACEMENT OF ASBESTOS ROOF SYSTEM TO EXISTING TWO 4 & TWO 3 CLASSROOM BLOCKS AND KITCHEN. REPLACEMENT OF BROKEN GLAZING AND DOORS. REDESIGNING OF SURFACE DRAINAGE, DESLUDGING EXISTING ABLUTIONS, RAINWATER GOODS & WATER HARVESTING.	STORM DAMAGE	TENDER	DOPW	MAINTENANCE AND REPAIR	EDUCATION INFRASTRUCTURE GRANT	-28.78812	31.29003	4 536	0.00	20.28	21.00	
500309 616	IZINGWELEVU PRIMARY SCHOOL	STORM DAMAGES TO SCHOOL	STORM DAMAGE	PRACTICAL COMPLETION - 100%	DBSA	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-	30.6026	31.239	2 305	0.00		
500174 751	KHOMO PRIMARY SCHOOL	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	ON HOLD	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.8100	31.16594	2 300	0.00	0.00	414.00
500180 560	KWAMANQONDO PRIMARY SCHOOL	REPAIRS AND RENOVATIONS	RENOVATIONS, REHABILITATION OR	PRACTICAL COMPLETION - 100%	DOPW	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-	30.8276	31.06840	6 403	159.77	0.00	0.00
500188 885	LUSHABA SECONDARY SCHOOL	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	ON HOLD	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.520316	30.9682038	2 400	0.00	180.00	1 920.00

500189 292	LUZINDELA SCHOOL	PRIMARY	STORM DAMAGES TO SCHOOL	STORM DAMAGE	PLANNI NG	KZND E	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-	30.5252	30.903	2 000	0.00	0.00	360.00
500189 292	LUZINDELA SCHOOL	PRIMARY	1 ECD, 5 TOILETS, 01 CLASSROOM, 01 JUNGLE JIM, SAND PIT AND ISOLATING FENCE	EARLY CHILDHO OD DEVELOP	DESIGN	KZND E	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.5252	30.903	2 964	0.00	862.15	910.00
500189 292	LUZINDELA SCHOOL	PRIMARY	CONSTRUCTION OF 1 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED AND STAFF 1M, 1 URINALS, TOILET BLOCK	WATER AND SANITATI ON	PLANNI NG	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.5252	30.903	2 400	0.00	372.00	0.00
500190402	MACALA SCHOOL	PRIMARY	4 X STANDARD CLASSROOMS, 1X MULTI PURPOSE ROOM, 1 X GRADE R, HOD OFFICES, TEACHERS WORK ROOM, MINI ADMIN AND STRONG ROOM, SMALL STAFF ROOM, GATE HOUSE, KITCHEN, SMALL SOCCER FIELD, HARDNED COURT YARD, 4 X PARKING BAYS INCLUDING 1 X DISABLED, GRADE R PIT LATRINE, 1 X DISABLED PIT LATRINE	UPGRADES AND ADDITIONS	CONSTRUCTION 76% - 99%	COEGA CORPORATION	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.73707	30.96586		4 296	1 110.36	0.00	0.00
500190 587	MACELA SCHOOL	PRIMARY	CONSTRUCTION OF 1 BOYS, 2 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATI ON	PLANNI NG	ETHEK WINI	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.7456	30.852	2 705	0.00	609.51	0.00
500191 327	MADLOZI SCHOOL	PRIMARY	CONSTRUCTION OF 1 BOYS, 2 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 0 FEMALE TOILET BLOCK	WATER AND SANITATI ON	PLANNI NG	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.5072	30.971	2 400	0.00	372.00	0.00
500194 324	MAKHANYEZI SCHOOL	PRIMARY	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATI ON	READY FOR TENDER	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-	30.5050	31.157	3 655	0.00	436.00	0.00

500194 324	MAKHANYEZI PRIMARY SCHOOL	STORM DAMAGES TO SCHOOL	STORM DAMAGE	PLANNING	KZNDO E	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-28.64374	30.89892	2 000	0.00	0.00	360.00
500194472	MAKHATHINI PRIMARY SCHOOL	DEMOLISH SIX (6) EXISTING PIT TOILET BLOCKS AND MAKE GOOD. CLEAR THE SITE AND CONSTRUCT: ONE (1) GRADE R, LEARNERS & PARAPLEGIC PIT TOILET BLOCK- A, INCL ALL NECESSARY PLUMBING & DRAINAGE, FOUR (4) RAINWATER TANKS, WALKWAYS AND STORMWATER CHANNELS. INCL BERM, HOARDING OF THE SITE, AND CLEAN THE SITE AFTER COMPLETION OF ALL THE CONSTRUCTION WORKS .	WATER AND SANITATION	READY FOR TENDER	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.64374	30.89892	2 900	0.00	0.00	0.00
500194472	MAKHATHINI PRIMARY SCHOOL	REPLACEMENT OF CORRUGATED IRON ROOF SYSTEM TO EXISTING 4 CLASS ROOM BLOCK, ABLUTION & KITCHEN. REPLACEMENT OF BROKEN GLAZING AND DOORS. REDESIGNING OF SURFACE DRAINAGE, DESLUDGING EXISTING ABLUTIONS, RAINWATER GOODS & WATER HARVESTING.	STORM DAMAGE	TENDER	DOPW	MAINTENANCE AND REPAIR	EDUCATION INFRASTRUCTURE GRANT	-28.64374	30.89892	4 560	0.00	50.72	54.00
500407 888	MANDATHANE PRIMARY SCHOOL	STORM DAMAGES TO SCHOOL	STORM DAMAGE	PLANNING	KZNDO E	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-28.63764	30.909	2 400	0.00	0.00	432.00
500197654	MANYALA SENIOR PRIMARY SCHOOL	DEMOLISH THREE (3) EXISTING PIT TOILET BLOCKS AND MAKE GOOD AND MAKE GOOD. CLEAR THE SITE AND CONSTRUCT: ONE (1) GRADE R, GRADE R STAFF, LEARNERS AND PARAPLEGIC PIT TOILET BLOCK- A, INCL ALL NECESSARY PLUMBING & DRAINAGE, FOUR (4) RAINWATER TANKS,	WATER AND SANITATION	READY FOR TENDER	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.63764	31.16603	2 900	0.00	538.68	0.00

[illegible]

500200392	MASHINGA SECONDARY SCHOOL	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	ON HOLD	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.5267	30.903	2 400	0.00	480.00	0.00
500201132	MASOKA COMBINED PRIMARY SCHOOL	CONSTRUCTION OF 1 BOYS, 4 URINALS, 2GIRLS, 1 DISABLED,STAFF 1M, 2 URINALS AND 1F TOILET BLOCK	WATER AND SANITATION	PRACTICAL COMPLETION - 100%	KZNDOE	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.4768	30.8639	100	0.00	0.00	0.00
500201724	MATHIYA PRIMARY SCHOOL	CONSTRUCTION OF 4 BOYS, 4 URINALS, 8 GIRLS, 1 DISABLED, STAFF 1M, 2 URINALS, 2 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.64779	31.07867	2 400	0.00	372.00	0.00
500201724	MATHIYA PRIMARY SCHOOL	9 STANDARD CLASSROOMS, 1 MULTIPURPOSE, 1 GRD R CLASSROOM, 1 ADMIN, 13 TOILETS, 1 GUARDHOUSE	UPGRADES AND ADDITIONS	PRACTICAL COMPLETION - 100%	INDEPENDENT	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.64779	31.07867	16 728	118.00	0.00	0.00
500201761	MATHOLAMNYAMA SECONDARY SCHOOL	REPLACEMENT OF CORRUGATED IRON ROOF SYSTEM TO EXISTING ADMIN & COTTAGE. REPLACEMENT OF BROKEN GLAZING AND DOORS. REDESIGNING OF SURFACE DRAINAGE, DESLUDGING EXISTING ABLUTIONS, RAINWATER GOODS & WATER HARVESTING.	STORM DAMAGE	DESIGN	DBSA	MAINTENANCE AND REPAIR	EDUCATION INFRASTRUCTURE GRANT	-28.781667	30.965833	876	709.34	325.00	0.00
500342916	MBANGAYIYA SECONDARY SCHOOL	CONSTRUCTION OF 2 BOYS, 4 URINALS, 6 GIRLS, 1 DISABLED, STAFF 1M, 2 URINALS, 2 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.80591	30.92761	2 400	0.00	372.00	0.00
500203944	MBATSHAZWA SECONDARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.49618	30.9767	2 400	0.00	372.00	0.00

500203944	MBATSHAZWA SECONDARY SCHOOL	REPLACEMENT OF ASBESTOS ROOF SYSTEM TO EXISTING 4 CLASS ROOM BLOCK AND ABLUTIONS. REPLACEMENT OF BROKEN GLAZING AND DOORS. REDESIGNING OF SURFACE DRAINAGE, DESLUDGING EXISTING ABLUTIONS, RAINWATER GOODS & WATER HARVESTING.	STORM DAMAGE	TENDER	DOPW	MAINTENANCE AND REPAIR	EDUCATION INFRASTRUCTURE GRANT	-28.49638	30.9767	4 574	0.00	48.12	51.00
500204536	MBIZWE HIGH SCHOOL	CONSTRUCTION OF 2 BOYS, 4 URINALS, 6 GIRLS, 1 DISABLED AND STAFF 1M, 2 URINALS, 2F TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.5472	31.0518	2 400	0.00	372.00	0.00
500206349	MDOMBOLO PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.667942	30.788101	2 400	0.00	372.00	0.00
500206349	MDOMBOLO PRIMARY SCHOOL	1 MULTIPURPOSE CLASSROOMS INCLUDING LABORATORIES AND SPECIALIST ROOMS, 1 OFFICE(S), 1 STOREROOM(S), 1 STRONGROOM, 0.5 SNP KITCHEN/TUCKSHOP, 2 GIRLS' TOILET SEATS, 2 BOYS' TOILET SEATS AND URINAL SPACES, 2 TEACHER TOILET SEATS, 1 DISABLED TOILETS, WATER PROVISIONING, ELECTRIFICATION PROVISIONING, FENCING,	NEW SCHOOL	PRACTICAL COMPLETION - 100%	INDEPENDENT DEVELOPMENT TRUST	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	EDUCATION INFRASTRUCTURE GRANT	-28.667942	30.788101	26 303	12 652.00	1 836.45	0.00
500208754	MFONGOSI COMBINED SCHOOL	STORM DAMAGES TO SCHOOL	STORM DAMAGE	PLANNING	KZNDOE	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-28.7134	30.8038	2 400	0.00	0.00	432.00
500231583	MLOKOTHTWA HIGH SCHOOL (HDBS)	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	PRACTICAL COMPLETION - 100%	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.63023	31.09033	100	0.00	0.00	0.00

500308913	MLOYISWA JUNIOR SECONDARY SCHOOL(PH 1)	4 X STANDARD CLASSROOMS, 1 X MULTI PURPOSE CLASSROOM, 1 X MEDIA CENTRE, 1 X COMPUTER ROOM, 1 X ADMIN BLOCK, 1 X COUNSELLING SUITE, 1 X KITCHEN, 1 X GARDEN STORE AND CHANGE ROOM, 1 X LARGE STOREROOM OUTSIDE ADMIN, 3 X GIRLS TOILET SEATS, 3 X BOYS TOILET SEATS AND URINARY SPACE, 2 X DISABLED TOILETS, 1 X GATE HOUSE.	UPGRADES AND ADDITIONS	PRACTICAL COMPLETION - 100%	COEGA DEVELOPMENT	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.4676	30.974	10 319	901.41	0.00	1 857.48
500309209	MNDUNDUZELI JUNIOR PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.6017	30.925	2 400	0.00	372.00	0.00
500213601	MNQANDI HIGH SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.44812	30.99046	2 400	0.00	372.00	0.00
500213601	MNQANDI HIGH SCHOOL	STORM DAMAGES TO SCHOOL	STORM DAMAGE	PLANNING	KZNDOE	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-28.44812	30.99046	2 700	0.00	0.00	486.00
500214378	MOME PRIMARY SCHOOL	REPLACEMENT OF ASBESTOS ROOF SYSTEM TO 3 CLASS ROOM BLOCK. REPLACEMENT OF STORM DAMAGED GLAZING AND DOORS. REDESIGNING OF SURFACE DRAINAGE, DESLUDGING EXISTING ABLUTIONS, RAINWATER GOODS & WATER HARVESTING.	STORM DAMAGE	TENDER	DOPW	MAINTENANCE AND REPAIR	EDUCATION INFRASTRUCTURE GRANT	-28.6985	31.124	4 582	0.00	33.26	35.00
500214415	MONA COMBINED PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.56336	30.83751	2 400	0.00	372.00	0.00
500214415	MONA PRIMARY SCHOOL	ADMINISTRATION BLOCK,KITCHEN,3 GRADE R CLASSROOM,MEDIA CENTRE,COMPUTER ROOM,TEAM TEACHING ROOM & STOREROOM,MULTI-PURPOSE CLASSROOM,	NEW SCHOOL	PRACTICAL COMPLETION - 100%	INDEPENDENT DEVELOPMENT	NEW /REPLACEMENT INFRASTRUCTURE ASSETS	EDUCATION INFRASTRUCTURE GRANT	-28.56336	30.83751	34 666	2 428.00	22.35	0.00

		FEMALE TOILETS, GUARD HOUSE, EXTERNAL WORKS, ELECTRICAL INSTALLATION, AND 16 CLASSROOMS											
500216339	MPHAHLENI SECONDARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.56402	31.14078	2 400	0.00	372.00	0.00
500304843	MPHATHESITHA JUNIOR SECONDARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.5468	31.01414	2 400	0.00	372.00	0.00
500219225	MTHIYAQHWA SECONDARY SCHOOL	REPLACEMENT OF ASBESTOS ROOF SYSTEM TO TWO 2 & ONE 4 CLASS ROOM BLOCK, ABLUTION AND GUARD HOUSE. DEMOLISH AND RECNSTRUCT STORM DAMAGED ABLUTIONS. REPLACEMENT OF STORM DAMAGED GLAZING AND DOORS. REDESIGNING OF SURFACE DRAINAGE, DESLUDGING EXISTING ABLUTIONS, RAINWATER GOODS & WATER HARVESTING.	STORM DAMAGE	TENDER	DOPW	MAINTENANCE AND REPAIR	EDUCATION INFRASTRUCTURE GRANT	-28.60901	31.09128	270	0.00	400.00	422.00
500219225	MTHIYAQHWA SECONDARY SCHOOL	DEMOLISH TWO (2) EXISTING PIT TOILET BLOCKS AND MAKE GOOD AND MAKE GOOD. CLEAR THE SITE AND CONSTRUCT: ONE (1) STAFF & PARAPLEGIC PIT TOILET BLOCK- A, INCL ALL NECESSARY PLUMBING & DRAINAGE, TWO (2) RAINWATER TANKS, WALKWAYS AND STORMWATER CHANNELS. ONE (1) LEARNERS PIT TOILET BLOCK-B, INCL ALL NECESSARY PLUMBING & DRAINAGE, FOUR (4) RAINWATER TANKS, WALKWAYS, AND STORMWATER CHANNELS. INCL HOARDING OF THE SITE, AND CLEAN THE SITE AFTER COMPLETION OF ALL THE CONSTRUCTION WORKS .	WATER AND SANITATION	ON HOLD	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.60901	31.09128	387	0.00	0.00	96.76

500221334	MVAYIZA PRIMARY SCHOOL	4 CLASSROOMS,1 MULTIPURPOSE, 1 GRD R CLASSROOM, 1 MEDIA CENTRE, 1 COMPUTER ROOM, 1 TEAM TEACHING ROOM, ADMIN AND SUPPORT SPACES,1 KITCHEN, 6 BOYS, 8 GIRLS,4 TEACHERS, 1 DISABLE, 2 GRD R – TOILETS AND PARKING BAYS.	UPGRADES AND ADDITIONS	PRACTICAL COMPLETION - 100%	INDEPENDENT	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.6898	31.2031	24 162	1 606.00	0.00	0.00
500228475	NGONO SECONDARY SCHOOL	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	RENOVATIONS, REHABILITATION OR	PRACTICAL COMPLETION - 100%	DOPW	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-28.71659	30.814	42 514	5 331.86	0.00	0.00
500228475	NGONO SECONDARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PRACTICAL COMPLETION - 100%	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.71659	30.814	100	0.00	0.00	0.00
500228475	NGONO SECONDARY SCHOOL	4 CLS, 3 MULTI, 1 MEDIA, 1 COMP, 6 OFFICES, 5 STORE, 1 STRONG, 0.5 SNP KITCHEN, 8 GIRLS, 6 BOYS& URINALS, 4 TEACHERS TLS, 1 DISABLE	UPGRADES AND ADDITIONS	PRACTICAL COMPLETION - 100%	DOPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.71659	30.814	42 656	4 265.59	0.00	7 678.06
500229252	NGWEGWENI PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.57839	31.07313	2 400	0.00	372.00	0.00
500229252	NGWEGWENI PRIMARY SCHOOL	STORM DAMAGE REPAIRS	STORM DAMAGE	DESIGN	DOPW	MAINTENANCE AND REPAIR	EDUCATION INFRASTRUCTURE GRANT	-28.57839	31.07313	2 000	0.00	0.00	0.00
500231583	NKANDLA HIGH SCHOOL	REFURBISHMENT AND REHABILITATION	RENOVATIONS, REHABILITATION OR	TENDER	DOPW	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-28.63023	31.09033	44 763	0.00	3 226.00	2 268.00

500231731	NKANYISO HIGH SCHOOL	CONSTRUCTION OF 1 COMPUTER ROOM,1 MEDIA CENTRE AND SCIENCE LAB	CURRICULUM REDRESS	CONSTRUCTION 76% - 99%	INDEPENDENT	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.6809	30.9728	3 578	0.00	0.00	0.00
500232286	NKONISA PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.62128	31.0106	2 400	0.00	372.00	0.00
500235505	NONGAMLANA HIGH SCHOOL	REPLACEMENT OF ASBESTOS ROOF SYSTEM TO TWO 3 & ONE 2 CLASS ROOM BLOCK AND A HALL. REPLACEMENT OF STORM DAMAGED GLAZING AND DOORS. REDESIGNING OF SURFACE DRAINAGE, DESLUDGING EXISTING ABLUTIONS, RAINWATER GOODS & WATER HARVESTING.	STORM DAMAGE	TENDER	DOPW	MAINTENANCE AND REPAIR	EDUCATION INFRASTRUCTURE GRANT	-28.42653	30.9204	4 600	0.00	43.38	46.00
500237059	NOYIBEWU PRIMARY SCHOOL	STORM DAMAGES TO SCHOOL	STORM DAMAGE	PRACTICAL COMPLETION - 100%	DBSA	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-28.7877	31.0555	783	0.00		
500237059	NOYIBEWU PRIMARY SCHOOL	1 GRADE R,1 MULTIPURPOSE CLASSROOMS INCLUDING LABORATORIES AND SPECIALIST ROOMS, 2 OFFICE(S), 3 STOREROOM(S), 1 STRONGROOM, 1 SNP KITCHEN/TUCKSHOP, 4 GIRLS' TOILET SEATS, 4 BOYS' TOILET SEATS AND URINAL SPACES, 1 DISABLED TOILETS, ELECTRIFICATION PROVISIONING,	UPGRADES AND ADDITIONS	FEASIBILITY	DOPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.7877	31.0555	11 937	0.00	313.00	330.00
500309468	NQAMANA JUNIOR SECONDARY SCHOOL	SANITATION PHASE 3 PROGRAMME - DEMOLITION OF EXISTING ABLUTION/S, CONSTRUCTION OF NEW ABLUTION FACILITIES, PROVISION FOR NEW WATER HARVESTING JOJO TANKS, CONSTRUCTION OF V-DRAINS, CONSTRUCTION OF COVERED WALKWAY AND DESLUDGING OF EXISTING ABLUTIONS	WATER AND SANITATION	DESIGN	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.7382	31.2731	300	0.00	234.00	0.00

500237577	NQUNDU PRIMARY SCHOOL	DEMOLISH FOUR (4) EXISTING PIT TOILET BLOCKS AND MAKE GOOD. CLEAR THE SITE AND CONSTRUCT: ONE (1) STAFF & PARAPLEGIC PIT TOILET BLOCK- A, INCL ALL NECESSARY PLUMBING & DRAINAGE, TWO (2) RAINWATER TANKS, WALKWAYS AND STORMWATER CHANNELS. ONE (1) LEARNERS PIT TOILET BLOCK-B, INCL ALL NECESSARY PLUMBING & DRAINAGE, FOUR (4) RAINWATER TANKS, WALKWAYS, AND STORMWATER CHANNELS. INCL BERM, HOARDING OF THE SITE, AND CLEAN THE SITE AFTER COMPLETION OF ALL THE CONSTRUCTION WORKS.	WATER AND SANITATION	READY FOR TENDER	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.55914	31.11075	2 900	0.00	262.00	0.00
500237577	NQUNDU PRIMARY SCHOOL	REPLACING ROOF STRUCTURES , BROKEN WINDOWS AND DOORS , PLASTERING AND PAINT WORKS , STORMWATER DRAINIGE IMPROVEMENT	STORM DAMAGE	DESIGN	DOPW	MAINTENANCE AND REPAIR	EDUCATION INFRASTRUCTURE GRANT	-28.55914	31.11075	4 000	0.00	103.00	109.00
500238576	NSUNGUZA PRIMARY SCHOOL	ERADICATION OF ASBESTOS	ASBESTOS	PRE-FEASIBILITY	DBSA	REFURBISHMENT AND REHABILITATION	EQUITABLE SHARE	-28.6834	30.7013	2 500	0.00	904.00	2 026.00
500238650	NSUZE PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.539389	30.969136	2 400	0.00	325.98	0.00
500238650	NSUZE PRIMARY SCHOOL	REPLACEMENT OF ASBESTOS ROOF SYSTEM TO 4 CLASS ROOM BLOCK. REPLACEMENT OF CORRUGATED IRON ROOF SYSTEM TO TWO 4 CLASSROOM BLOCK. REPLACEMENT OF BROKEN GLAZING AND DOORS. REDESIGNING OF SURFACE DRAINAGE, DESLUDGING EXISTING ABLUTIONS, RAINWATER GOODS & WATER HARVESTING.	STORM DAMAGE	TENDER	DOPW	MAINTENANCE AND REPAIR	EDUCATION INFRASTRUCTURE GRANT	-28.539389	30.969136	4 606	0.00	44.56	47.00

50023942	7	NTANYENI JUNIOR PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.51751	30.83595	2 400	0.00	372.00	0.00
500239575		NTATSHANA PRIMARY SCHOOL	DEMOLISH SIX (6) EXISTING PIT TOILET BLOCKS AND MAKE GOOD. CLEAR THE SITE AND CONSTRUCT: ONE (1) STAFF, LEARNERS AND PARAPLEGIC PIT TOILET BLOCK- A, INCL ALL NECESSARY PLUMBING & DRAINAGE, FOUR (4) RAINWATER TANKS, WALKWAYS AND STORMWATER CHANNELS. INCL BERM, HOARDING OF THE SITE, AND CLEAN THE SITE AFTER COMPLETION OF ALL THE CONSTRUCTION WORKS.	WATER AND SANITATION	READY FOR TENDER	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.45807	30.89738	2 900	0.00	262.00	0.00
500240204		NTOLWANE PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	READY FOR AWARD	INDEPENDENT	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.82597	31.12171	250	0.00	195.00	0.00
500240907		NTUMBENI PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 2 URINALS, 4 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.63577	31.12001	2 400	0.00	372.00	0.00
500240907		NTUMBENI PRIMARY SCHOOL	REPLACEMENT OF CORRUGATED IRON ROOF SYSTEM TO 1 CLASSROOM BLOCK. REPLACEMENT OF RIDGE CAPPING ON 3 CLASSROOM BLOCK. REPLACEMENT OF ASBESTOS ROOF SYSTEM TO EXISTING ABLUTION BLOCK. DEMOLISH ABLUTIONS WHICH IS STRUCTURALLY COMPROMISED DUE TO STORM DAMAGE AND RECONSTRUCT NEW BLOCK. REPLACEMENT OF BROKEN GLAZING AND DOORS. REDESIGNING OF SURFACE DRAINAGE, DESLUDGING EXISTING ABLUTIONS, RAINWATER GOODS & WATER HARVESTING.	STORM DAMAGE	DESIGN	DOPW	MAINTENANCE AND REPAIR	EDUCATION INFRASTRUCTURE GRANT	-28.63577	31.12001	270	0.00	400.00	422.00

500248122	PHEMBELA SECONDARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.49609	31.02734	2 400	0.00	372.00	0.00
500248862	PHINDIZWE HIGH SCHOOL	DEMOLITION EXISTING AND CONSTRUCT NEW BLOCKS, CONSTRUCTION OF NEW BOREHOLE, PROVISION FOR NEW WATER HARVESTING JOJO TANKS, CONSTRUCTION OF V-DRAINS, CONSTRUCTION OF COVERED & OPEN WALKWAYS AND DESLUDGING OF EXITING ABLUTIONS	WATER AND SANITATION	READY FOR TENDER	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.78225	31.27841	2 893	0.00	0.00	0.00
500248862	PHINDIZWE HIGH SCHOOL	STORM DAMAGES TO SCHOOL	STORM DAMAGE	PLANNING	KZNDOE	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-28.78225	31.27841	2 406	0.00	0.00	433.08
500252858	QHOSHANGANI PRIMARY SCHOOL	1 X ECD, 4 TOILETS AND 1 JUNGLE GYM	EARLY CHILDHOOD DEVELOPMENT	PRACTICAL COMPLETION - 100%	COEGA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.79642	30.92723	1 488	1 000.00	0.00	0.00
500198838	QHUBANDABA PRIMARY SCHOOL	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	ON HOLD	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.7318	30.93904	2 500	0.00	0.00	450.00
	QUDENI COMBINED SCHOOL	DEMOLISH TWO (2) EXISTING PIT TOILET BLOCKS AND MAKE GOOD. CLEAR THE SITE AND CONSTRUCT: ONE (1) GRADE R STAFF AND GRADE R PIT TOILET BLOCK- A, INCL ALL NECESSARY PLUMBING & DRAINAGE, TWO (2) RAINWATER TANKS, WALKWAYS AND STORMWATER CHANNELS. ONE (1) STAFF, LEARNERS AND PARAPLEGIC PIT TOILET BLOCK-B, INCL ALL NECESSARY PLUMBING & DRAINAGE, FOUR (4) RAINWATER TANKS, WALKWAYS, AND STORMWATER CHANNELS. INCL BERM, HOARDING OF THE SITE, AND	WATER AND SANITATION	ON HOLD	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.61656	30.8418	2 500	0.00	0.00	450.00

		CLEAN THE SITE AFTER COMPLETION OF ALL THE CONSTRUCTION WORKS .											
500309246	SIBAHLENGEMVELO JUNIOR PRIMARY SCHOOL	CONSTRUCTION OF 4 GIRLS' TOILET SEATS, 2 BOYS' TOILET SEATS AND 2 URINAL SPACES, 1M + 1URINAL + 1F TEACHER TOILET SEATS, 1 DISABLED TOILETS, GRADE R: 3 SEATS AND WATER PROVISIONING.	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.5227	30.8616	2 400	0.00	372.00	0.00
500263070	SIBOMVU COMBINED PRIMARY SCHOOL	5 STANDARD CLASSROOM, 2 MULTIPURPOSE CLASSROOMS INCLUDING LABORATORIES AND SPECIALIST ROOMS, 1 MEDIA CENTRE, 1 COMPUTER ROOM(S), 6 OFFICE(S), 5 STOREROOM(S), 1 STRONGROOM, 1 SNP KITCHEN/TUCKSHOP, 8 GIRLS' TOILET SEATS, 6 BOYS' TOILET SEATS AND URINAL SPACES, 4 TEACHER TOILET SEATS, 1 DISABLED TOILETS AND ELECTRICITY	UPGRADES AND ADDITIONS	CONSTRUCTION 76% - 99%	DOPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.5436	31.01601	30 087	3 656.40	0.00	0.00
500264106	SIDUMUKA PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.4508	30.9458	2 400	0.00	372.00	0.00
500264402	SIGANANDA PRIMARY SCHOOL	REFURBISHMENT AND REHABILITATION	RENOVATIONS, REHABILITATION OR	CONSTRUCTION 26% - 50%	DOPW	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-28.62815	31.08809	3 117	4 548.00	0.00	0.00
500264402	SIGANANDA PRIMARY SCHOOL	CONSTRUCTION OF BOYS AND GIRLS TOILETS	WATER AND SANITATION	ON HOLD	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.62815	31.08809	2 500	0.00	0.00	450.00
500326784	SIHAMBAKAHLE JUNIOR PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.60594	31.0463	2 400	0.00	372.00	0.00

500337773	SISHISHILI PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.477416	31.061339	2 400	0.00	372.00	0.00
500269360	SIYABATHWA COMBINED PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.49378	30.97048	2 400	0.00	372.00	0.00
500309505	SIZWESONKE SECONDARY SCHOOL	3 CLASSROOMS,2 MULTIPURPOSE, 1 GRD R CLASSROOMS, 1 MEDIA CENTRE, 1 COMPUTER ROOM, ADMIN AND SUPPORT SPACES, 1 GARDEN STORES AND CHANGE ROOM, 1 GATE HOUSE,1 KITCHEN, 6 GIRLS, 4 BOYS, 4 TEACHERS, 1 DISABLED	UPGRADES AND ADDITIONS	PRACTICAL COMPLETION - 100%	INDEPENDENT DEVELOPMENT TRUST	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.84876	31.00026	5 951	482.28	0.00	0.00
500336256	SOGODI PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.54435	31.02743	2 400	0.00	372.00	0.00
500273578	SONGENI COMBINED PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.43523	30.9148	2 400	0.00	372.00	0.00
500291264	VELANGAYE HIGH SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.63879	31.1672	2 400	0.00	372.00	0.00
500291264	VELANGAYE SECONDARY SCHOOL	12 STANDARD CLASSROOM, 6 MULTIPURPOSE CLASSROOMS INCLUDING LABORATORIES AND SPECIALIST ROOMS, 1 MEDIA CENTRE, 1 COMPUTER ROOM(S), 8 OFFICE(S), 8 STOREROOM(S), 1 STRONGROOM, 1 SNP KITCHEN/TUCKSHOP, 7 GIRLS' TOILET SEATS, 7 BOYS' TOILET SEATS AND URINAL SPACES, 6 TEACHER TOILET SEATS, 2 DISABLED TOILETS,	UPGRADES AND ADDITIONS	CONSTRUCTION 76% - 99%	INDEPENDENT DEVELOPMENT TRUST	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.63879	31.1672	39 652	2 567.00	536.00	0.00

500293484	VULEKA SCHOOL FOR THE DEAF	REPAIRS AND RENOVATIONS	RENOVATIONS, REHABILITATION OR	PRACTICAL COMPLETION - 100%	DOPW	REFURBISHMENT AND REHABILITATION	EDUCATION INFRASTRUCTURE GRANT	-28.5962	31.0317	17 570	437.00	0.00	0.00
500293484	VULEKA SCHOOL OF THE DEAFS	CONSTRUCTION OF BOYS AND GIRLS TOILET BLOCK,	WATER AND SANITATION	ON HOLD	DoPW	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.5962	31.0317	2 500	0.00	0.00	450.00
500293965	VUMUKUKHANYA JUNIOR PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.7095	30.944833	2 400	0.00	372.00	0.00
500301365	ZUNGENI PRIMARY SCHOOL	CONSTRUCTION OF 2 BOYS, 1 URINALS, 2 GIRLS, 1 DISABLED, STAFF 1M, 1 URINALS, 1 FEMALE TOILET BLOCK	WATER AND SANITATION	PLANNING	DBSA	UPGRADES AND ADDITIONS	EDUCATION INFRASTRUCTURE GRANT	-28.60313	31.14614	2 400	0.00	372.00	0.00

Capital investment in sustainable human settlements

The IDP calls for substantial investment in housing/human settlement development. Nkandla Municipality's Technical Services Department is to be commended for ensuring that the requisite human settlement planning is underway and will soon be linked with the process in a dynamic and creative manner.

Actions required		By when	Responsibility
1	Develop the ToRs for the housing delivery programme on the basis of the tangible findings. The goal should be to develop a "good practice" human settlement programme which could be used to build investor confidence and provide solid ground for further funding allocations.	December 2019	MM/DTS
2	Obtain comment from Amakhosi, and interested and affected stakeholders on the ToRs and appoint a "blue chip" service		

	providers to deliver the programme and build capacity as called for in the Financial Plan.	September 2019	MM/IDP Manager
PERFORMANCE INDICATORS 1. ToR and tools are developed. 2. Appropriate consultation occurs 3. The programme delivers human settlements that is aligned with the IDP Review & Framework Plan			

MUNICIPAL INTEGRATED TRANSPORT PLAN

(attached as annexure A)

MUNICIPAL HOUSING SECTOR PLAN

(attached as annexure B)

MUNICIPAL HOUSING SECTOR PLAN

NB: Though the Housing/Human Settlement Plan was developed in and for the previous council term of office, but it had to be aligned also with the new council's term of office since no housing/human settlement projects were built in the previous term of council, as the provincial Department of Human Settlement could not discharge enough financial resources and approvals for the projects to be implemented.

Below is the Nkandla Municipal five- year Housing/Human Settlement Plan:

TRADITIONAL AUTHORITY/ PROJECT NAME	PROJECT TYPE	WARD	HOUSING DEMAND (based on Census 2011)	APPROVED PROJECTS by KZN DHS (as in 2012/13)	PROJECT STATUS (as in 2012/13)	HOUSING BACKLOG	PLANNED PROJECTS (NO. OF UNITS) FOR IMPLEMENTATION				
							YEAR 1 :2013/14	YEAR 2: 2014/15	YEAR 3: 2015/16	YEAR 4: 2016/17	YEAR 5: 2017/18
Godide Housing Project	Rural	12	1 815	500	Implementation	1 315	1000			315	
Qhudeneni Housing Project (Trasfarm)	Rural	8	1 370	500	Under planning due to settlement dilemma. DHS is co-ordinating	870	870				
Rectification of Sakhile Low-Cost Housing	Rectification Policy	5	500	0	Not yet approved	500		250		250	
Phase 1: Nkandla Town Rental Housing	Institutional	5	500 units	0	Not yet approved	500 Units		500 Units			
Mpungose North Housing Project	Rural	1&5	1 950	0	Prioritization stage	1 950	1000			950	
Mpungose South Housing Project	Rural	6	1 150	1 000	Implementation	150				150	
Machunwini Housing Project	Rural	2	1 430	1 000	Implementation	430				430	
Mangidini Housing Project	Rural	7	1 750	1 000	Implementation	750				750	
Magwaza Housing Project	Rural	13	1 250	1 000	Implementation	250				250	
Phase 2: Nkandla Town Rental Housing	Institutional	5	300 units (2 bedroom)	0	Not yet approved	300 Units			100 Units		200 Units

Mfongosi-Ngono Housing Project	Rural	9	1 500	1 000	Planning and design	500			500		
Khabela Housing Project	Rural	3	1 150	1 000	Planning and design	150			150		
Zondi Rural Housing Project	Rural	3	1 500	1 000	Planning and design	500			500		
Ekukhanyeni Housing Project	Rural	4	1 150	1 000	Approved by DHS	150			150		
Mahlayizeni Housing Project	Rural	5	1 350	1 000	Approved by DHS	350			350		
Xulu Housing Project	Rural	10	1 250	1 000	Approved by DHS	250			250		
Chube Housing Project	Rural	11	1 500	1 000	Approved by DHS	500			500		
Sibisi Housing Project	Rural	1	1 250	0	Not yet approved by DHS	1 250	Submitted to DHS for approval	1 000		250	
Izindlozi Housing Project	Rural	13	850	0	Not yet approved by DHS	850	Submitted to DHS for approval		850		
Izigqoza Housing Project	Rural	12	850	0	Not yet approved by DHS	850	Submitted to DHS for approval		850		
Nxamalala Housing Project	Rural	14	1 250	0	Not yet approved by DHS	1 250	Submitted to DHS for approval	1 000		250	
Maphuthu Housing Project	Rural	10 & 11	1 200	0	Not yet approved by DHS	1 200	Submitted to DHS for approval	1 000		200	
			26 015	12 000		14 015		3250	4100	3795	

NOTE

4. The above figures are just indicative, which means that they can change at any time based on the country's economic standing
5. This Capital Investment Plan does not include any Housing Projects, as they are not directly implemented by Nkandla Municipality but through a tripartite agreement between the Provincial Department of Human Settlement (funder and budget control), Municipality (the Developer) and the appointed service providers (Implementing Agents).
6. In relation to Housing/ Human Settlement Plan:
 - 6.1 DHS stands for Department of Human Settlement
 - 6.2 DHS will be contacted to comment on the reviewed plan and confirm budget projections (MTEF) as they are the custodians of this service.

- 6.3 Units mean standard houses as approved/ to be approved by DHS
- 6.4 Households per project are calculated based on ward population as per on census 2011)

CONCLUSION TO THE CAPITAL INVESTMENT PLAN

The Nkandla Capital Investment Plan addresses important capital investment, social capital and support areas and is understood to be a practical alignment document stemming from the year IDP Review process.

10.3 IMPLEMENTATION PLAN

The five year implementation plan further breaks down the goals, objectives and strategies that are in the strategic framework, into performance indicators and targets. There are targets for each of the financial years from 2017/18 up until the 2021/22 financial year which is the full IDP cycle for this Council; the implementation plan is further broken down into a one year organisational scorecard. The organisational scorecard is further supported by a more operational Service Delivery Implementation Plan (SDBIP).

The following five (5) year plan is set out in tabular form containing the following:

1. Key Challenge
2. Objective
3. Intervention
4. Performance Indicator
5. Baseline
6. 5 Year Targets
7. Target if outside 5 year period
8. Confirmed Budget
9. Funding Source
10. Responsibility

9.2.1. MSCOA IDP BUDGET IMPLEMENTATION PLAN

The IDP is fully aligned to the municipal budget as per the mSCOA regulations. The aligned implementation plan is attached as Annexure A

11. SECTION F FINANCIAL PLAN

11.1 2019/20 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK (BUDGET SUMMARY)

KZN286 Nkandla - Table A1 Budget Summary

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Financial Performance										
Property rates	12 818	18 835	20 777	21 002	23 914	23 914	23 914	28 550	30 263	32 079
Service charges	7 964	9 329	10 449	14 226	14 226	14 226	14 226	15 320	16 347	16 865
Investment revenue	2 077							1 300	1 500	1 800
Transfers recognised - operational	86 872	125 217	112 350	96 395	96 395	96 395	96 395	106 697	111 626	117 088
Other own revenue	7 539	4 057	3 420	2 631	2 912	2 912	2 912	3 406	3 646	3 853
	117 271	158 102	147 831	135 155	138 347	138 347	138 347	155 273	163 382	171 685
Total Revenue (excluding capital transfers and contributions)										
Employee costs	37 335	40 337	43 427	43 052	43 052	43 052	43 052	48 801	50 980	54 437
Remuneration of councillors	7 896	8 045	8 973	10 199	9 400	9 400	9 400	9 720	10 245	10 798
Depreciation & asset impairment	9 066	12 307	14 267	13 000	13 000	13 000	13 000	15 000	17 000	19 000
Finance charges	-	-	-	-	-	-	-	-	-	-
Materials and bulk purchases	9 655	12 721	19 327	20 500	18 181	18 181	18 181	21 077	21 600	22 300
Transfers and grants	-	7 436	-	1 500	1 500	1 500	1 500	1 750	1 900	2 050
Other expenditure	64 026	63 177	53 302	51 135	63 246	63 246	63 246	67 519	67 558	71 154
	127 978	144 022	139 297	139 386	148 380	148 380	148 380	163 868	169 283	179 739
Total Expenditure										
Surplus/(Deficit)	(10) 707)	14 080	8 534	(4) 232)	(10) 032)	(10) 032)	(10) 032)	(8) 595)	(5) 901)	(8) 054)

Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	187	57	795	39	170	23	945	49	945	49	945	49	945	49	834	39	911	41	459	43
Contributions recognised - capital & contributed assets	–		–		–		–		–		–		–		–		–		–	
Surplus/(Deficit) after capital transfers & contributions	480	46	875	53	704	31	713	45	913	39	913	39	913	39	239	31	010	36	406	35
Share of surplus/ (deficit) of associate	–		–		–		–		–		–		–		–		–		–	
Surplus/(Deficit) for the year	480	46	875	53	704	31	713	45	913	39	913	39	913	39	239	31	010	36	406	35
<u>Capital expenditure & funds sources</u>																				
Capital expenditure	795	68	652	40	039	20	200	56	400	54	400	54	400	54	185	50	324	56	755	60
Transfers recognised - capital	140	65	795	39	795	19	945	49	945	49	945	49	945	49	834	39	911	41	459	43
Borrowing	–		–		–		–		–		–		–		–		–		–	
Internally generated funds	655	3	857		244		255	6	455	4	455	4	455	4	351	10	413	14	296	17
Total sources of capital funds	795	68	652	40	039	20	200	56	400	54	400	54	400	54	185	50	324	56	755	60
<u>Financial position</u>																				
Total current assets	566	23	330	13	129	13	359	39	473	39	473	39	473	39	205	21	740	25	340	28
Total non current assets	125	329	837	359	136	364	318	381	123	398	123	398	123	398	688	440	223	481	116	508
Total current liabilities	31		649	28	593	23	980	15	800	21	800	21	800	21	370	21	580	21	890	21
Total non current liabilities	–		653	6	272	7	717	6	846	7	846	7	846	7	721	7	208	8	727	8
Community wealth/Equity	661	352	865	337	399	346	980	397	950	407	950	407	950	407	802	432	175	477	839	505
<u>Cash flows</u>																				
Net cash from (used) operating	464	63	832	36	746	20	125	53	150	52	150	52	150	52	334	45	070	52	398	53
Net cash from (used) investing	033)	(68	507)	(40	039)	(20	300)	(50	845)	(46	845)	(46	845)	(46	735)	(42	124)	(48	855)	(51
Net cash from (used) financing	–		–		–		–		–		–		–		–		–		–	
Cash/cash equivalents at the year end	482	4	807		513	1	632	3	818	6	818	6	818	6	417	9	362	13	905	14
<u>Cash backing/surplus reconciliation</u>																				
Cash and investments available	482	4	807		513	1	632	3	818	6	818	6	818	6	417	9	362	13	905	14
Application of cash and investments	021)	(7	542	17	231	12	069)	(17	908)	(14	908)	(14	908)	(14	388	5	912	2	678	1

Balance - surplus (shortfall)	503	11	(16 735)	(10 718)	20 701	21 726	21 726	21 726	4 029	10 450	13 227
<u>Asset management</u>											
Asset register summary (WDV)	-		359 837	364 136	381 318	381 318	398 123	398 123	440 688	481 223	508 116
Depreciation	-		12 307	14 267	13 000	13 000	13 000	13 000	15 000	17 000	19 000
Renewal and Upgrading of Existing Assets	-		-	-	-	-	-	-	-	-	-
Repairs and Maintenance	-		4 419	11 918	8 500	6 181	6 181	6 181	8 077	11 160	11 275
<u>Free services</u>											
Cost of Free Basic Services provided	-		-	-	1 500	1 500	1 500	1 500	1 500	1 500	1 500
Revenue cost of free services provided	-		2 941	2 435	3 589	4 078	4 078	7 280	7 280	7 715	8 175
<u>Households below minimum service level</u>											
Water:	-		-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-		-	-	-	-	-	-	-	-	-
Energy:	-		-	-	-	-	-	-	-	-	-
Refuse:	-		-	-	-	-	-	-	-	-	-

12. SECTION G- CHAPTER 7: ANNUAL OPERATION PLAN (FINAL SDBIP)

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that “the SDBIP provides the vital link between the Mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager, Senior Managers and the Community.”

The purpose of the SDBIP is to monitor the execution of the budget, performance of senior management and achievement of the strategic objectives set by Council. It enables the Municipal Manager to monitor the performance of Senior Managers, the Mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. In the interests of good governance and better accountability, the SDBIP should therefore determine and be aligned with the performance agreements of the Municipal Manager and Senior Managers.

The Service Delivery and Implementation plan breaks down the strategic objectives and annual performance targets provided in the Implementation plan and the Budget provided in the Annual Budget Plan for each project. The annual targets are further broken down into quarterly targets per department. This is monitored on quarterly basis by council and submitted to portfolio on monthly basis.

Core Elements

- Organisational PMS;
- Section 54/56 Performance contracts;
- Employee Performance Appraisal System;
- IT System;
- Performance Audit Committee;
- Annual Report;
- Quarterly Reports
- Public Participation and internal and external communication mechanisms.

The Performance Management Framework has been developed and the PMS policy has been reviewed and adopted by the council. The Municipal Manager and Managers directly reporting to the Municipal Manager will sign Performance Agreements as a performance contract between themselves and Council.

Performance Management Policy Statement

Both the Performance Management Framework and Policy outlined the objectives and principles of Nkandla Local Municipality PMS. The objectives of the Nkandla Municipality PMS are as follows:

- Facilitate increased accountability among the citizens, political and administrative components of the municipality,
- Facilitate learning and improvement through enabling the municipality to employ the best approaches for desired impact and improve service delivery.
- Provide early warning signals in case of a risk against implementation of the IDP and ensuring that the system itself makes provision for Council to be timeously informed of risks for facilitation and intervention.
- Facilitate decision-making through an appropriate information management mechanism enhancing efficient, effective and informed decision making, especially in allocation of resources.

Table: Final Service Delivery and Budget Implementation Plan (SDBIP) 2019/2020 attached as Annexure

13. SECTION H: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE PLAN

13.1 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

13.2 PERFORMANCE MANAGEMENT POLICY STATEMENT

Both the Performance Management Framework and Policy outlined the objectives and principles of Nkandla Local Municipality PMS. The objectives of the Nkandla Municipality PMS are as follows:

- Facilitate increased accountability among the citizens, political and administrative components of the municipality,
- Facilitate learning and improvement through enabling the municipality to employ the best approaches for desired impact and improve service delivery.
- Provide early warning signals in case of a risk against implementation of the IDP and ensuring that the system itself makes provision for Council to be timeously informed of risks for facilitation and intervention.
- Facilitate decision-making through an appropriate information management mechanism enhancing efficient, effective and informed decision making, especially in allocation of resources.

13.3 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Performance Management involves the setting of targets, and measuring the desired outcomes and activities undertaken to attain the targets of an organization. It also involves measuring the performance of the individuals who contribute towards the achievement of the strategic vision of the organization.

For a Performance Management System to be successful it is imperative that:

- Top management and the Council take ownership of the development and implementation of the OPMS.
- All stakeholders understand and are actively involved in performance management processes.
- All officials are trained and take responsibility for performance management
- The IDP is linked to the PMS and as well as the five national KPAs being:
 - Infrastructure and Services / Basic Service Delivery
 - Socio-Economic Development / Local Economic Development (LED)
 - Institutional Transformation
 - Good Governance and Democracy / Public Participation
 - Financial Viability and Management

Each organizational KPA is cascaded down to a level at which it could be allocated to the department and this the specific individual Section 54/56 Manager who need to fulfil that functions. For each KPA, a KPI is derived in respect of each of

the development priorities and objectives contained in the IDP and a performance target with a timeline for that particular function is assigned.

In turn, the Performance Contracts/Agreements of each Section 54/56 Managers enters into a Performance Contract with the municipality. The Performance Contracts are reviewed annually, in line with the requirements of that year's strategy.

The implementation of the performance management system is done through systems and procedures which include the following:

- ⇒ An Annual OPMS Calendar;
- ⇒ Structures and Role-definition as per the OPMS Process Plan; and
- ⇒ Templates for reporting.

13.4 INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM (SECTION 54 & 56 CONTRACTS)

In terms of the Regulations for Municipal Managers and Managers reporting directly to the Municipal Manager, all Performance Agreements were signed for the 2019/20 financial year.

The NKANDLA has successfully cascaded PMS to all middle management from 2018 and will cascade to other levels in the 2016/20 financial year through the **Employee Performance Appraisal system**.

The objectives of the system are:

- Identify critical job elements, expectations, and performance objectives.
- Ensure that performance objectives are aligned to departmental and municipal objectives which flow from the Integrated Development Plan of the municipality.
- Establish agreement on the job objectives and the criteria that will be used for evaluation.
- Establish a set of ongoing processes needed to define and plan performance, to develop the skills, knowledge and abilities to perform as planned, to facilitate self-assessment, to review and record performance, and to reward performance.
- Provide feedback on job performance, including strengths and weaknesses.
- Identify a means (for example, training) for improving performance.
- Identify realistic job and career opportunities.
- Provide valid information for personnel decisions that will affect the employee.
- Provide employees with a sense of their work accomplishments relative to expectations and predefined performance indicators.
- Support employee development through discussion of assigned opportunities and training.
- Emphasize the Municipality's commitment to continuous improvement and learning.
- To support the Batho Pele principles of service delivery.

13.5 . MONITORING, EVALUATION AND REVIEW

In terms of the PMS Framework, at the end of every quarter Directorates are expected to submit to the Office of the IDP Manager their completed Organizational Scorecard and SDBIP's for further submission to Internal Audit. Internal Audit thereafter submits to the External Audit Committee, which in turn reviews the PMS and submits recommendations thereon to the EXCO. In the absence of a functional Internal Audit unit, reports were submitted directly to the Municipal Manager, Audit committee and EXCO. An audit review was conducted for the Mid-year assessment only.

The above process is intended to allow the municipality to monitor, evaluate and review its performance based on the National and its own IDP key Performance Indicators. The following table, derived from both the legislative framework for performance management and PMS framework, summarizes for ease of reference and understanding the various performance reporting deadlines as it applies to the Municipality:

Table: PMS Reporting Requirements

REPORT	FREQUENCY	SUBMITTED FOR CONSIDERATION AND/ OR REVIEW	REMARKS
1. SDBIPs	Monthly & Quarterly	Portfolio (Monthly) Executive Committee (Monthly) Council (Quarterly)	See MFMA Circular 13 of National Treasury for further information
2. Monthly Budget Statements	Monthly	Mayor (in consultation with ExCo)	See sections 71 and 54 of the MFMA
1. Organizational Scorecard	Quarterly	Executive Committee	PMS framework
2. SDBIP mid-year budget and performance assessment	Annually during January of each year	Mayor (in consultation with ExCo)	See sections 72 and 54 of the MFMA
5. Performance Report	Annually	Council	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report
6. Annual Report	Annually	Council	See chapter 12 of the MFMA

13.6 SERVICE DELIVERY AND IMPROVEMENT PLAN 2019/2020

1. TREASURY

Mandate:

Financial management and support to departments.

Key Services:

- Comply with Supply Chain Management Regulations
- Collect revenue
- Monitor grants expenditure
- Control creditors account
- Manage cash flow
- Manage budget processes

Problem Statement:

The key service includes the billing of customers in order to collect revenue. Over the past three years the municipality has experienced an increase in total book debt due to the challenges experienced in the implementation of the new revenue management system. Whilst there has been a global decline in economic activity which has affected the municipality's collection rate, there has also been resistance from customers to pay due to the lack of confidence in the accuracy of the bills. The organisation has also not contained its expansion in direct proportion to growth in its revenue base and collections.

The following underlying factors have also contributed in the increase in total book debt and the unbalanced cash flows:

- Loss due to illegal connections.
- Lack of relevant data in the debtor database to facilitate collection of billed amounts.
- Inaccuracy
- The municipality has not been verifying the Indigent status of beneficiaries over the past years.
- Inaccurate meter reading, unreadable and inaccessible meters

Process for Technical support:

Disconnections and impose penalties

Review of evaluation roll

Have developed relationships with Govt departments and Businesses and get them to pay after making projections.

Have a programme to educate people on how to handle these government services.

Take a decision regarding the vacant sites whether they are advertised for claiming so that the debts will be paid failing which be sold and recover the owed money.

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
Collect revenue	Internal and External Consumers	Quantity:	70%	Quantity:	100%
		Quality:	<ul style="list-style-type: none"> In Terms of Credit Control policy which is not adequately followed 	Quality:	Full implementation of Credit Control policy for Efficiency and effective collection
		<ul style="list-style-type: none"> Consultation 	<ul style="list-style-type: none"> Indigent roadshows in place Finance portfolio committee 	<ul style="list-style-type: none"> Consultation 	Maintain the standard
		<ul style="list-style-type: none"> Service Standards 	<ul style="list-style-type: none"> Currently there is a high number of complaints with inaccurate billing 	<ul style="list-style-type: none"> Service Standards 	<ul style="list-style-type: none"> Reduce complaints on accurate billing by 100%.
		<ul style="list-style-type: none"> Access 	<ul style="list-style-type: none"> All Satellite offices; offices and Outlets 	<ul style="list-style-type: none"> Access 	<ul style="list-style-type: none"> Maintain Standard
		<ul style="list-style-type: none"> Courtesy 	<ul style="list-style-type: none"> Most staff are identified by name tags. Staff training on Batho Pele done 	<ul style="list-style-type: none"> Courtesy 	<ul style="list-style-type: none"> All staff name tags Maintain staff training
		<ul style="list-style-type: none"> Open & Transparency 	<ul style="list-style-type: none"> Policies and information available on the internet and on request 	<ul style="list-style-type: none"> Open & Transparency 	<ul style="list-style-type: none"> Translation of documents to I sizulu
		<ul style="list-style-type: none"> Information 	<ul style="list-style-type: none"> Billing statements; letters of demands 	<ul style="list-style-type: none"> Information 	SMS system
		<ul style="list-style-type: none"> Redress 	<ul style="list-style-type: none"> No redress done 	<ul style="list-style-type: none"> Redress 	<ul style="list-style-type: none"> Have a system that can analyse Customer accounts and identify abnormalities
		<ul style="list-style-type: none"> Value for Money 	<ul style="list-style-type: none"> Debt reduction and revenue enhancement strategy 	<ul style="list-style-type: none"> Value for Money 	Implementation of the debt reduction and revenue enhancement strategy
		<ul style="list-style-type: none"> Encouraging innovation and recognition 	<ul style="list-style-type: none"> Customers are not acknowledge for consistent payments 	<ul style="list-style-type: none"> Encouraging innovation and recognition 	<ul style="list-style-type: none"> Recognise and encourage customers who have not defaulted in accounts; a letter or sms. An employee who comes up with innovative ideas to receive a recognition award.
		<ul style="list-style-type: none"> Service Delivery impact 	<ul style="list-style-type: none"> Collection ratio=85% 	<ul style="list-style-type: none"> Service Delivery impact 	<ul style="list-style-type: none"> Collection ratio=85%
		<ul style="list-style-type: none"> Leadership and strategic direction 	<ul style="list-style-type: none"> Debt recovery task team is currently in existence to enhance revenue collection 	<ul style="list-style-type: none"> Leadership and strategic direction 	Maintain the standard
		Time:	2019-2021	Time:	2019-2021
		Cost:	<ul style="list-style-type: none"> Within budget 	Cost:	Within budget

2. Electrical Services

Mandate:

Provision of electricity

Key Service:

- Provide uninterrupted electrical supply

Problem Statement:

- Ageing electrical infrastructure
- No assets management plan and No Maintenance team
- Budget available but there is no team.
- Work ethic and poor organisational culture
- Electrical losses.
- insufficient of maintenance budget
- Late information to on interrupted power supply.

Process for Technical support:

- Proactive monitoring of electrical infrastructure.
- Maintain and service transformers.

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
<ul style="list-style-type: none"> Provide uninterrupted electricity supply 	Community	Quantity:		Quantity:	
		Quality:	97%	Quality:	98%
		<ul style="list-style-type: none"> Consultation 	<ul style="list-style-type: none"> 1 awareness campaign per quarter 	<ul style="list-style-type: none"> Consultation 	<ul style="list-style-type: none"> 2 awareness campaigns per quarter
		<ul style="list-style-type: none"> Service Standards 	<ul style="list-style-type: none"> 100% attendance to electricity faults reported in Nkandla town within 48 hrs. 	<ul style="list-style-type: none"> Service Standards 	<ul style="list-style-type: none"> 100% attendance to electricity faults reported in Nkandla town within 12 hrs
		<ul style="list-style-type: none"> Access 	<ul style="list-style-type: none"> 80 % of people with access to electricity 	<ul style="list-style-type: none"> Access 	<ul style="list-style-type: none"> 100 % of people with access to electricity
		<ul style="list-style-type: none"> Courtesy 	<ul style="list-style-type: none"> There is a reception where all community concerns are attendad 	<ul style="list-style-type: none"> Courtesy 	<ul style="list-style-type: none"> Conduct public opinion survey
		<ul style="list-style-type: none"> Open ness & Transparency 	<ul style="list-style-type: none"> Communities are provided with contact details of electrical staff 	<ul style="list-style-type: none"> Open & Transparency 	<ul style="list-style-type: none"> Departmental Organogram and contacts displayed at technical services.
		<ul style="list-style-type: none"> Information 	<ul style="list-style-type: none"> Website and loud hailing 	<ul style="list-style-type: none"> Information 	<ul style="list-style-type: none"> Disseminate information to focus groups through bulk sms, and newspapers
		<ul style="list-style-type: none"> Dealing with complaints 	<ul style="list-style-type: none"> Complaints policy in place 	<ul style="list-style-type: none"> Redress 	<ul style="list-style-type: none"> Launch of Workflow management system
		<ul style="list-style-type: none"> Value for Money 	<ul style="list-style-type: none"> Electricity supply to Nkandla community 	<ul style="list-style-type: none"> Value for Money 	<ul style="list-style-type: none"> Un interrupted electricity supply
		<ul style="list-style-type: none"> Encouraging innovation and recognition 	<ul style="list-style-type: none"> Currently there is book for comments and complaints 	<ul style="list-style-type: none"> Encouraging innovation and recognition 	<ul style="list-style-type: none"> To have SMS system for good practice and appreciation.
		<ul style="list-style-type: none"> Service Delivery impact 	<ul style="list-style-type: none"> Increased number on bad publicity due to poor electricity supply/electricity cuts 	<ul style="list-style-type: none"> Service Delivery impact 	<ul style="list-style-type: none"> Form Cooperative engagement with focus groups e.g. community and rate payers association
		<ul style="list-style-type: none"> Leadership and strategic direction 	<ul style="list-style-type: none"> Currently there is performance monitoring at senior and middle level 	<ul style="list-style-type: none"> Leadership and strategic direction 	<ul style="list-style-type: none"> Head of department conduct performance management to staff at operational level.
		Time:	<ul style="list-style-type: none"> June 2019 	Time:	<ul style="list-style-type: none"> June 2021
		Cost:	<ul style="list-style-type: none"> Repairs and maintenance currently at 6% 	Cost:	<ul style="list-style-type: none"> Increase repairs and maintenance to 8%
		Human Resources:	<ul style="list-style-type: none"> 5 permanent staff at electrical section 	Human Resources:	<ul style="list-style-type: none"> 10 permanent staff at electrical level

3. ROAD MAINTENANCE

Mandate:

Provision of basic services

Key Service:

- Road maintenance

Problem Statement:

- In access to municipal facilities and community facility
- Muddy road
- Lack of civil skill
- Work ethic and poor organisational culture
- Rain causes soil to soften, shifting and breaking of pipes and make the identification of pipes to be difficult.
- Insufficient budget road maintenance
- Broken bridges

Process for Technical support:

- Proactive monitoring of road infrastructure.
- Plant hire and maintenance material

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
<ul style="list-style-type: none"> Provide access road to community 	Community	Quantity:		Quantity:	
		Quality:	97%	Quality:	98%
		<ul style="list-style-type: none"> Consultation 	<ul style="list-style-type: none"> 1 awareness campaign per quarter 	<ul style="list-style-type: none"> Consultation 	<ul style="list-style-type: none"> 2 awareness campaigns per quarter
		<ul style="list-style-type: none"> Service Standards 	<ul style="list-style-type: none"> . 	<ul style="list-style-type: none"> Service Standards 	
		<ul style="list-style-type: none"> Access 	<ul style="list-style-type: none"> Road KM Maintained 	<ul style="list-style-type: none"> Access 	<ul style="list-style-type: none"> 100% provision of access road to community
		<ul style="list-style-type: none"> Courtesy 	<ul style="list-style-type: none"> There is a reception where all community concerns are attendad 	<ul style="list-style-type: none"> Courtesy 	<ul style="list-style-type: none"> Conduct public opinion survey
		<ul style="list-style-type: none"> Open ness & Transparency 	<ul style="list-style-type: none"> Public consultation through izimbizo. 	<ul style="list-style-type: none"> Open & Transparency 	<ul style="list-style-type: none"> Develop municipal transport forum
		<ul style="list-style-type: none"> Information 	<ul style="list-style-type: none"> Website and loud hailing 	<ul style="list-style-type: none"> Information 	<ul style="list-style-type: none"> Disseminate information to focus groups through bulk sms, and newspapers
		<ul style="list-style-type: none"> Dealing with complaints 	<ul style="list-style-type: none"> Complaints policy in place 	<ul style="list-style-type: none"> Redress 	<ul style="list-style-type: none"> Launch of Workflow management system
		<ul style="list-style-type: none"> Value for Money 	<ul style="list-style-type: none"> Staff with tertiary skills 	<ul style="list-style-type: none"> Value for Money 	<ul style="list-style-type: none"> Intensive workshop to civil engineers. Supervise contractures for good quality
		<ul style="list-style-type: none"> Encouraging innovation and recognition 	<ul style="list-style-type: none"> Currently there is book for comments and complaints 	<ul style="list-style-type: none"> Encouraging innovation and recognition 	<ul style="list-style-type: none"> To have SMS system for good practice and appreciation.
		<ul style="list-style-type: none"> Service Delivery impact 	<ul style="list-style-type: none"> Increased number on bad publicity due to road maintenance of community access roads 	<ul style="list-style-type: none"> Service Delivery impact 	<ul style="list-style-type: none"> Provide access road to community with proper maintenance plan.
		<ul style="list-style-type: none"> Leadership and strategic direction 	<ul style="list-style-type: none"> Currently there is performance monitoring at senior and middle level 	<ul style="list-style-type: none"> Leadership and strategic direction 	<ul style="list-style-type: none"> Head of department conduct performance management to staff at operational level.
		Time:	<ul style="list-style-type: none"> June 2019 	Time:	<ul style="list-style-type: none"> June 2021
		Cost:	<ul style="list-style-type: none"> Repairs and maintenance currently at 6% 	Cost:	<ul style="list-style-type: none"> Increase repairs and maintenance to 8%
		Human Resources:	<ul style="list-style-type: none"> 5 permanent staff at electrical section 	Human Resources:	<ul style="list-style-type: none"> 10 permanent staff at electrical level

4. LED

Mandate:

Facilitate local economic development

Key Service

LED Coordination

Problem Statement

- Fragmented approach to LED implementation
- Lack of synergies resulting in lack of pooling of resources
- Sub-optimal outcomes due to uncoordinated LED Effort
- Lack of Common understanding of LED

Process for technical support

- To aggressively promote LED Coordination with LED Practitioners and LED role-players with the district thereby facilitating and maintaining a platform for sharing of programs expertise and optimal strategies and approaches to LED Implementation.

KEY SERVICES	SERVICE BENEFICIARIES	CURRENT STANDARD		DESIRED STANDARD	
LED Coordination	Direct – Nkandla Citizen Indirect-Business forum	Quantity:	<ul style="list-style-type: none"> Very limited interface between technocrats leading to 	Quantity:	<ul style="list-style-type: none"> One LED Forum for business people 2 LED Stakeholder consultation workshops Develop and Attend a minimum of 1 LED portfolio committee meeting per quarter
		Quality:	<ul style="list-style-type: none"> matters of mutual interest dealt with at a superficial level without reaching any meaningful resolutions and multi-stakeholder programs Lack of information dissemination on Strategic projects leading to lack of clarity on roles of the other stakeholders 	Quality:	<ul style="list-style-type: none"> A minimum of 2 resolutions from stakeholder coordination about projects that are to be implemented/ required participation by multi stakeholders
		Consultation	<ul style="list-style-type: none"> LED Forum was used as a principal form of LED stakeholder coordination and this was of limited effect given its dual attendance by political principals and technocrats with occasional private sector participation. 	Consultation	<ul style="list-style-type: none"> 4 LED Forums exclusively for technocrats Greater quality of participation from the private sector and technocrats Potential to deal with matters in greater depth at the level of technocrats and private sector even outside of the LED Forums through issue-based workshops.
		Service Standards	Currently no standard	Service Standards	<ul style="list-style-type: none"> 4 LED portfolio committee meetings per year One open consultative meeting per year
		Access	Emails, Phones ,Walk ins and Workshops	Access	Maintain the standard.
		Courtesy	Customers are treated with courtesy e.g. staff members are sent for Batho Pele and customer relations workshops	Courtesy	Translate documents to IsiZulu
		Open & Transparency	Conduct public participation meetings	Open & Transparency	Ensure that LED coordination features prominently in the LED strategy that will be reviewed during the current financial year
		Information	Information shared during public participation meetings and izimbizo.	Information	Information to be shared through bulk SMS, Newspapers and web page
		Redress/Dealing with Complaints	Provide knowledge through Cooperative and SMME's trainings	Redress	Provide sufficient budget to fund Cooperatives and SMME'S
		Value for Money	Ensure that the time spent in LED coordination leads to tangible outcomes	Value for Money	Provide market and infrastructure development as compare to small projects that results to loss
		Encouraging innovation and recognition	There is none at this stage	Encouraging innovation and recognition	Evaluate Performance at the end of financial year and determine innovation.
		Service Delivery impact	Project sustainability and Jobs created	Service Delivery impact	Increase budget Increase personnel Project screening
		Leadership and strategic direction	Disjuncture between Administration and political principals about understanding of LED	Leadership and strategic direction	Have administration and Political leadership have the same understanding
		Time:	June 2019	Time:	June 2021
		Cost:	R 1.5 m	Cost:	R 3 m

		Human Resources:	4	Human Resources:	6
--	--	------------------	---	------------------	---

14. SECTION I-: ANNEXURES

14.1 ANNEXURES

1. Copy of Implementation Plan – Annexure A
2. Copy of SDBIP – Annexure B
3. Copy Resolution – Annexure C